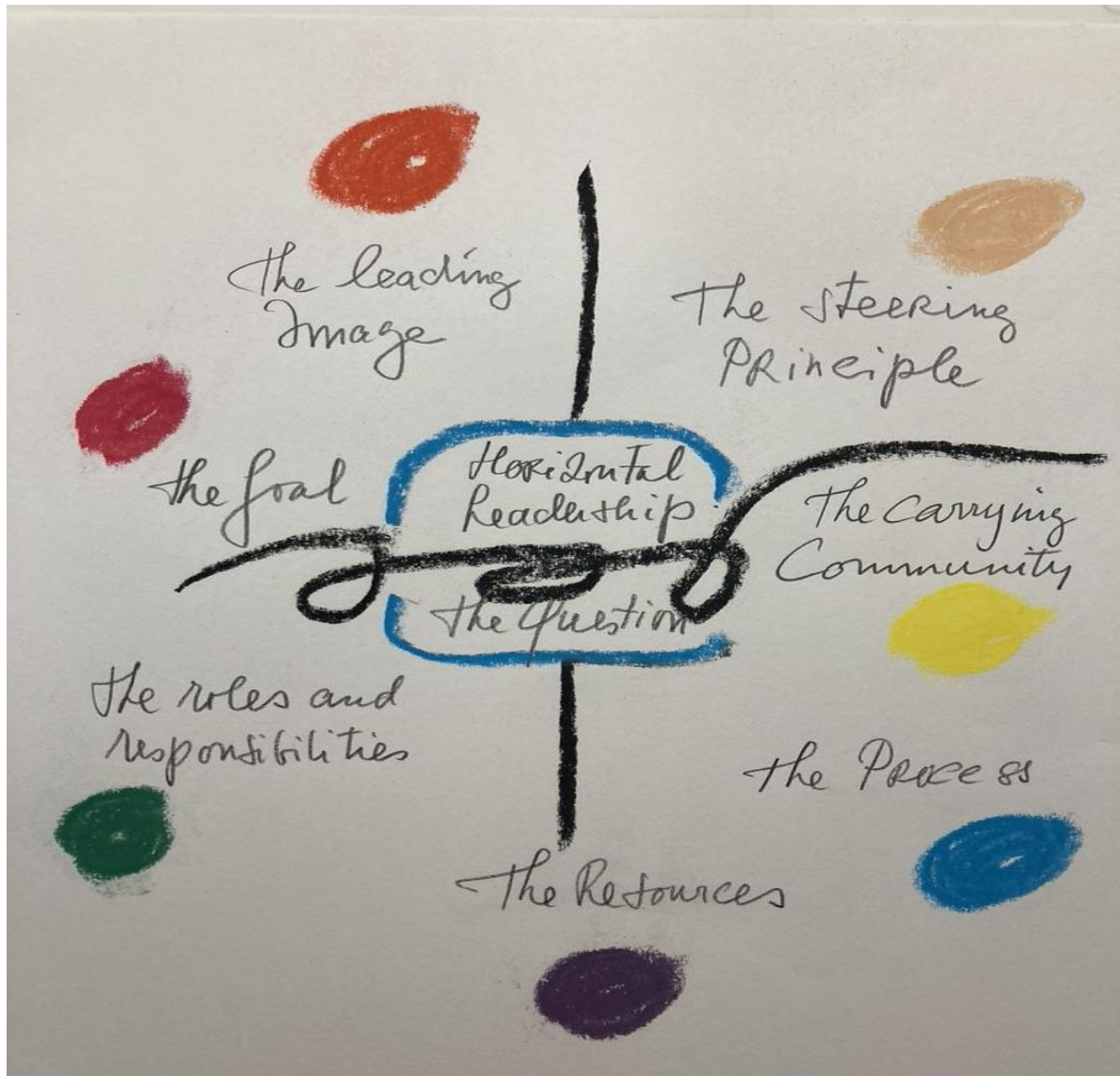


The story of horizontal leadership

To create valuable change in the organized world

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Preview the story of horizontal leadership

In my life there are some consistencies in what moves me and keeps me curious. Being born as the third child in a family of 5 children I was in between the older brother/sister and the younger brother/sister. In a way it was a free position and my father stimulated me to accept this free position and start to live out of my own impulses. My mother, as a former school teacher, stimulated me to take care of the work that should be done, to gain discipline and at moments enjoy life. I discovered in the Jesuit school I attended from age 11 to 16 three dimensions of life that fascinated me and have continued to do so all my life. The first dimension was to meet the Christian impulse in life as an impulse to become a caring and free person. The second dimension was to really start to organize my own life so that I could concentrate on what was really important to me and that was to explore and discover the secret of the social life between us human beings. In particular the meaning of the human soul and its existence in the organized life we live today.

The third dimension was to take the right initiatives and take responsibility for the well-being of the wider communities I was part of, like the family, the school community, the work community, the circle of my personal friends and companions.

Later I started to see how this has given me the foundation for my life and work that has continued to develop and still does to this day.

A fascinating result of this has been that I was never really embedded in formal structures in companies as an employee with fixed tasks and responsibilities, except for later being a supervisory board member of organizations. I always was in an in-between position, in a horizontal leadership position and had to create my own contributions to the organization and the community in dialogue with others in self-created processes. I supported people in companies out of a free role, to bring about needed change and this in dialogue with people at all levels of the organization.

Over the years doing this work in companies, I started to document cases and learning and developing new concepts that could be used in the practice and

that in the end created a methodology for change and development of the human being and his creations, the organization. Horizontal leadership and horizontal organizing became the crystallized terms for this methodology.

I had the privilege to become a member of the pioneering institute for organizational development, created by Bernard Lievegoed and colleagues and this formed the perfect context for me to become a developer myself. In this institute each member was fully part of the horizontal dimension, working with clients, contributing to the further development of the methodology and co-creating in a creative community new concepts and exercises to experience development and change in organizations. It was all based on a view of leadership that was rooted in the horizontal and that was performing in the vertical dimension of an organization.

In this book I try to describe the process that brought horizontal leadership to life. It exists in reflective descriptions of the practical application and the knowledge I have gained over the past 40+ years. I started to connect horizontal leadership with community building and sense-making.

This book starts with a short review on how leadership transformed over time. Next, we explore four key qualities of horizontal leadership and 7 beacons as orientation points for taking valuable initiatives to create change and development. To make this work in the practice we have to create a special horizontal infrastructure in the company parallel to the vertical – functional – operational structure. Out of this all we have tried to bring forward 7 concepts that we can start to internalize and that will support us in our leadership in the companies we work in.

In the vertical dimension of an organization we are brought into a context that is given to us and in which we have to move in line with policies and procedures while in the horizontal space and time we can create our own reality out of our own leadership in dialogue with many others that are involved in the same kind of processes. Change and development requires this horizontal space and time to unfold and start to manifest itself and then

start to bear fruit in the vertical way of working in the operations of the company.

I hope you can mirror yourself in the stories you read here, your leadership investment and that you find new impulses to continue to expand your personal leadership in the work and life context you find yourself in. It requires I guess some courage and loyalty to your own life impulse and the willingness to learn from experiences that sometimes are confrontative and not easy to handle.

Introduction

Cusanus: You should internalize the sentence of Protagoras, that the human being is the measure of all things. This is why the human being finds in himself, as it is in the foundation of all beings, all that has been created.

After eight years of working for Shell companies on organizational development issues in the 1970's I decided to leave Shell and join the Dutch Pedagogical Institute for organizational development. This institute was started by Bernard Lievegoed and colleagues in the 1950's. It was not easy to enter into the NPI in 1977. At my entering the meeting room it was filled with 22 colleagues. After I had some intense discussions I was accepted into the NPI and started there in January 1978.

On my first day at the NPI my colleagues asked "why are you interested in joining the NPI. I responded:" To support people in organizations to take initiatives in situations where they are not usually allowed to do so". This was based on my 8 years of experience in Shell where the great majority of managers and workers did not have much interest in such a thing as organizational development. But I also found people there that said: "This is what I have been waiting for" and enthusiastically involved themselves in co-creating things like social skills training, leadership training, new projects in and between departments, team forming and team building, regular work dialogues and work process improvements.

The first year at the NPI I found myself in training rooms where groups of people were being trained in leadership skills, social skills, conflict handling, or training the trainer. My mentor/colleague Jerry had invited me to join him in his training program with a work counsel team. Just as we were about to start he got a telephone call informing him that his wife had been taken to the hospital and he needed to leave urgently. In 5 minutes, he explained to me what he had intended to do and left. There I was with a group of 18 people who were waiting to begin a nice two-day workshop. I decided to use some of the material I had used at Shell and I put the team to work on social skills, good cooperation and leadership skills. After the workshop, which went well, I decided to stop smoking self-rolled cigarettes. I had noticed that the tension

of the work made me smoke a lot and that would be disastrous for my health. I threw the tobacco in the waste basket and I did not smoke again.

The beautiful concepts and exercises that my colleagues and I were doing inspired the people during the trainings but I started to notice that not much of that could be practiced by the participants in their actual work situation, with the exception being the training the trainer program which turned technical instructors into fully equipped trainers. That frustrated me and I started to look for ways to immerse myself more deeply into companies and work with the people there on the real issues within their work environment. This opportunity presented itself when together with my colleague Bernd Kloke we found a group of German entrepreneurs who were willing to work with us in a trial process of organizational development for their companies. In three two-day sessions and additional meetings over a period of close to a year, we worked with them on the key issues that their companies were facing, especially how they could lead their company in such a way that the people in the company would join wholeheartedly in this development process. We discovered that the common issue they all had was: "What can I do to help the people in the company develop, out of their own sense of responsibility, the right initiatives to improve their work and perform well?" I remember clearly the case of one of these entrepreneurs, who owned a textile company which was very sales driven. In the process we did with him we discovered that he had no real insight in how the company's purchasing department operated although they spend more than 40% of the company budget on the purchase of raw materials. When he started to look deeper into the purchasing department's process he saw that the older more experienced woman and the younger man who were running the department were doing this following an established routine and that a lot of opportunities to negotiate with the suppliers about quality and prices were missed. He involved himself in this purchasing process more deeply and realized that they could, in a short period of time, substantially reduce their costs by negotiating better with the suppliers. The company's profits improved and allowed the owner to make other investments that had been put on hold for some years. New people entered the purchasing department and implemented this new style of working that the entrepreneur had introduced.

From that day on I have been involved in working within companies in intensive development and change processes and started to see how the leadership could make the difference in the development and the performance of the company. If leaders could find the way to involve the whole community in the development process and their involvement was based on their personal motivation, then each person could connect their own impulse in life with the impulse of the company and they would be part of the co-creation process.

Spinoza: When each human being only strives towards what is useful for himself, then human beings are the most useful to each other. Because the more everyone serves his own interests and tries to keep themselves existing, the more virtue he has which means that he has the most ability to act according to his own laws or in other words: to live guided by the sense. Human beings are the most common when they guide themselves through the sense. This means that we are most useful to each other when we strive towards what is useful for ourselves.

Spinoza: People experience that they reach to what they need more easily when they help each other and that, by uniting their forces, they can avoid the dangers that are lurking around them and it is more superior and valuing when we think about our own actions instead of reflecting on the actions of wild animals.

In the past fifty years I have noticed a growing distance between management and the professionals in organizations. Although a great effort was made during this period in the form of trainings and OD processes with the aim to bring the two together, the distance has been growing when the management started to work with systems on all dimensions of an organization, be it production, logistics and transporting, finance and administration, information and communication or decision making. The actual dialogue between the manager and the professional has been reduced to no more than a few minutes a day. Technology has played a decisive role in this by using computers and the internet to send messages to each other instead of meeting face to face to clarify and create a common understanding. In co-worker investigations that organizations do to

determine the well-being of the people in their organization, it has been shown that the commitment has dropped and today may be 20% of the people have a personal relationship to “the company entity” and 80% might as well work somewhere else. When I started working 50 years ago it was the opposite. It is an urgent issue/question as to whether the top – down, hierarchical and functional way of working with systems by management and as a consequence the almost self-employment of the individual professionals within the given structures of the company, has any future and can it deal with the complexities we face today on all dimensions of an organization. I do not think it will. As Peter Drucker has already shown us: “An organization that knows that it practices high integrity and is socially responsible, everything else being equal, usually outperforms one which practices neither. More importantly, when things go wrong, they will support an organization and a leader that they trust and believe in, and eventually abandon one that they don’t”.

My conclusion: **Our ideas about and our practice with leadership has to change fundamentally.**

Leadership change

Let’s first share some professional views on leadership that have influenced our way of looking at leadership and organizations. During the last century after the second world war there have been two very influential personalities that dealt with management and leadership: Peter Drucker and Bernard Lievegoed. Both European born citizens, Peter Drucker moved to the USA while Bernard Lievegoed was manifesting his views in European countries. Later the work of these two went around the world and has had a great influence on how we can see management and leadership being developed in the organizational context.

Peter F. Drucker developed a unique concept of leadership that concentrated on developing the abilities of people working in organizations and leading organizations to reaching extraordinary results. The amazing thing of this concept was that it was very different than the main stream mostly Anglo-American concepts that tried to connect leadership and achieving results. Drucker wrote: “Leadership is the lifting of a man’s vision to higher sights, the

raising of a man's performance to a higher standard, the building of a man's personality beyond its normal limitations.”

Instead of seeing people as a kind of instrument or resource in the hands of management to get to desired results, he sees the sense of organizational leadership in the end to bring people to be able to do things that they would not have seen as possible for them to do.

I quote an internet reflection on Peter Drucker's work: “Therefore while others wrote that organizations and the people in them must be properly managed, Drucker emphasized that they must be properly led; and while others called integrity and social responsibility desirable characteristics of a good leader, Drucker maintained that they were mandatory characteristics to achieve the leadership that he envisioned and that they are necessary to lead a company in a successful way. ”.

Drucker connected once to a saying of Shakespeare: “This above all: to thine own self be true. And it must follow, as the night the day, thou canst not then be false to any man...”. So, in Peter Drucker's view, while recognizing the essentiality of social responsibility, the leader must not ignore the organization's need to remain profitable in order to be able to survive even while it fulfills this social obligation. Profit making is necessary to be able to make the needed investments to secure the continuation of the company. As Peter Drucker stated: “You don't need to abandon organizational efficiency or profitability. You just need to be ethical and to be socially responsible as a part of good leadership”.

As Peter Drucker is seen as the pioneer in working with the concept of management, Bernard Lievegoed has been a great inspiration for leaders. After the second world war he was asked by Dutch and German entrepreneurs how they could change the style of leadership of the directors and supervisors so that the new generation of young employees could be better integrated into the companies. That question started organizational development and one can see Bernard Lievegoed as the pioneer in this field. He introduced the concept of development phases of companies in which he described how companies start as pioneering initiatives being supported by intimate circles of supporting people. If the organization touches on a goal group that is in need of this initiative, there is growth. At certain moments it

shows that the improvising style of working and leadership is not enough. The company needs structure to overcome the crisis of diminishing performance. It is then that we see differentiation, specialization, functionality, co-ordination. Management starts to take over the lead and the organization becomes a system. Further growth happens but it turns the human being into a functionary and the loss of commitment happens and another crisis requires a new step. The human being has to be at the center and the company has to integrate into the wider society. Instead of inward concentration one has to look outside and connect to the wider development of society and its people including new generations in particular. People working in companies should gain an insight into the whole and thereby start to act themselves as leaders in the leadership process in which all are involved. So Lievegoed saw organizations developing from pioneering organisms to differentiated systems to integrated institutes. To show how an integrated company could perform, he developed the cloverleaf organization. It was what he called an etheric design, in other words, it was the design of a process organization. It looked like this:



This new image to see an organization as a constellation of processes was a new step in getting closer to how an organization could further develop and change itself. This image inspired people like Daniel Jones and others to further develop these kinds of images and out of it came new impulses like the lean organization. Later people like Otto Scharmer based their work on the impulses that Bernard Lievegoed and colleagues in his Institute the NPI gave to the world.

Mintzberg is another inspiring leadership explorer. He studies the worldwide literature on leadership and draws critical conclusions. One of the most inspiring images he created was the difference between emerging strategies,

planned strategies and crafting strategies. Emerging strategies appear in the hands of leaders/entrepreneurs. By observing what is happening one tries to distill future images and look for a direction to follow. In planned strategies one tries, on the basis of trends, to predict the future and set the goal. Mintzberg however favors crafting strategies in order to create for yourself the future and reflect on the actual workings of that strategy and adapt to the new circumstances by an active and responsive steering of the company. He says that planned strategies lead to disaster as one keeps going on a track that does not really work and often one corrects too late. At the start emerging strategies are relevant but when the company grows something else is needed.

Another impulse Mintzberg gave was the connection between management and leadership.

He looks very critically to this hero type leadership in which we glorify the great company leaders, although the real carrying force is the committed management that makes things happen.

He put the two on opposite sides of one another in the following way:

Two Ways to Manage

Heroic Leadership

Leaders are important people, quite apart from others who develop products and deliver services.

The higher “up” these leaders go, the more important they become.

Engaging Management

Managers are important to the extent that they help other people to be important.

An organization is an interacting network, not a vertical hierarchy.

Two Ways to Manage

Heroic Leadership

At the “top” the CEO *is* the organization.

Down the hierarchy comes the strategy—clear, deliberate, and bold—emanating from the chief who takes the dramatic acts. Everyone else “implements.”

To lead is to make decisions and allocate resources—including those human resources. Leadership thus means calculating, based on facts, from reports.

Leadership is thrust upon those who thrust their will on others.

Engaging Management

Effective managers work throughout; they don’t sit “on top”.

Out of the network emerge strategies, as engaged people solve little problems that can grow into big initiatives.

To manage is to help bring out the energy that exists naturally within people. Managing thus means engaging, based on judgment, rooted in context.

Leadership is a sacred trust earned from the respect of others.

In this image Mintzberg shows the difference in leadership between the big one-man show doing the leading and the management community doing the leading. His characterization shows that managers who are successful lead in a horizontal community-oriented way while the one-man hero leads in a vertical i.e. top down pushing result-oriented way.

Another image of management and leadership and how they connect yes or no is created by P. Kotter.

On the internet I found a short description of the vision of P.Kotter.

“Kotter determines three core processes for each term:

Management

1. Plan and budget
2. Organize and fill positions
3. Controlling and Problem Solving

Leadership

1. Set the direction
2. Align employees accordingly
3. Motivation and inspiration

The results are also different:

Management creates order and consistency.

Leadership creates change and movement.

According to Kotter, the skills that characterize a manager and a leader are so different that they rarely come together in one person. Most of the time, supervisors are significantly better in one of the categories than in the other. According to a study led by Kotter of 200 managers surveyed, 66% say their company has too many supervisors who are strong in management but not in leadership and 95% of the managers were of the opinion that there were not enough superiors who had both qualities. Based on his own observations, Kotter concludes that most companies are “over-managed” and “under-led”. In fact, Kotter believes it is possible to train leaders. Whether a company succeeds in developing leaders depends in equal parts on the employees and on the company. Kotter names three critical factors for this:

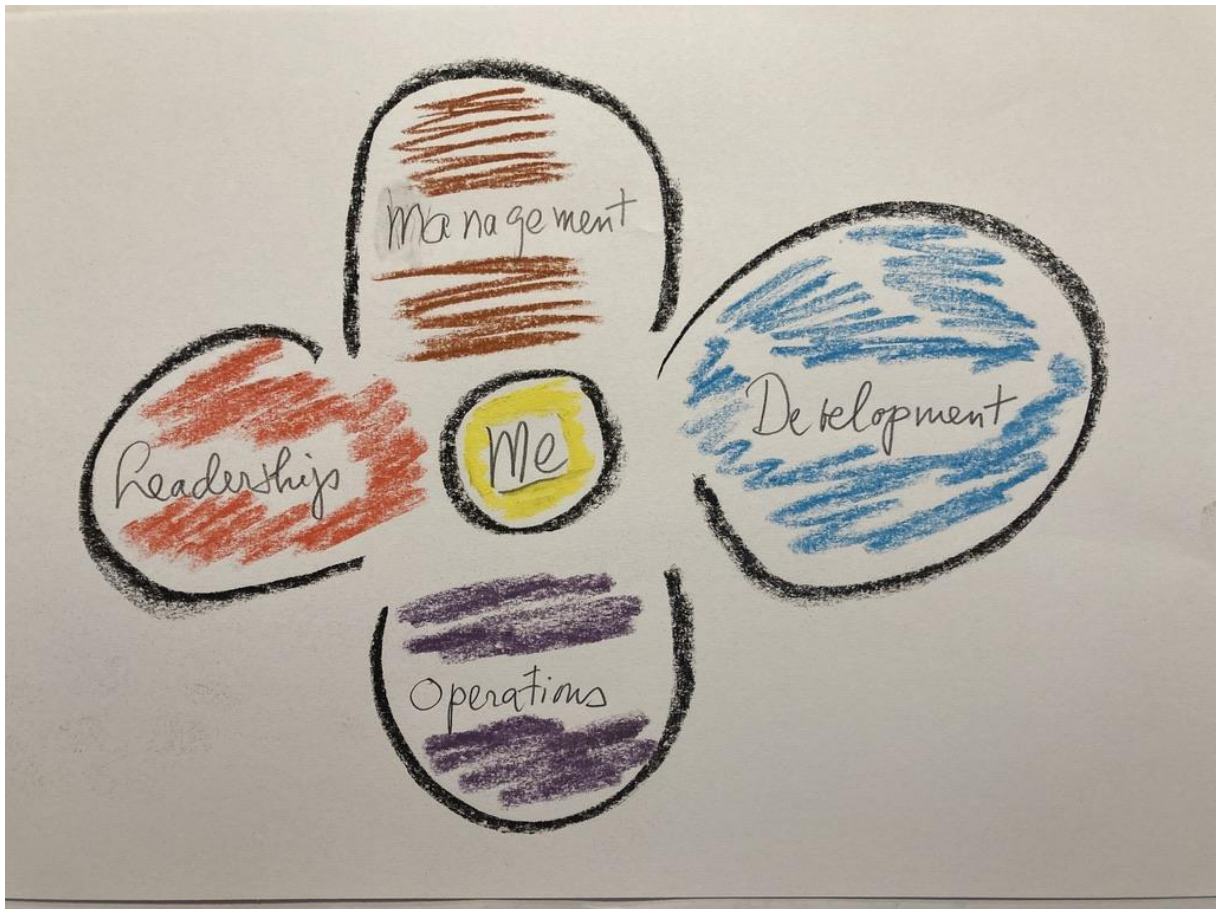
1. Personality (Heredity and Childhood)

2. Experience

3. Culture”

Kotter concludes that in the day to day operations management is enough, but when it gets difficult and things have to change we need leadership.

Both Mintzberg and Kotter favor the balance between management and leadership and not to reduce management to just create operational conditions and leadership to move the whole thing forward. Management is essential in getting the operations to go well and leadership is essential to create the needed changes. In practice it depends very much on the inner and outer orientation of the manager/leader. As Kotter states, it is an unusual combination to find this in one person but in the organizational reality we are confronted with these two sides of the same coin and have to start to deal with that. If we open the door to leadership and open the door to management for top, middle and bottom levels, which means that we start to see how everybody is in this vertical-management/horizontal-leadership cross, then we have a chance for companies to enter into a way of being which Lievegoed described as: “the human being in the center of our organizations”.



Stephen Covey contributed in describing the 7 habits that leadership/management could develop in all of us. He named them:

Habit 1: Be Proactive: Focus and act on what you can control and influence, instead of what you can't.

Habit 2: Begin with the End in Mind

Habit 3: Put First Things First

Habit 4: Think Win-Win

Habit 5: Seek First to Understand, Then to Be Understood

Habit 6: Synergize

Habit 7: Sharpen the Saw

In a way it is a guideline for personal leadership and it has given many people around the world a path for their personal leadership development.

When Covey was asked if there is a leadership concept that he could recommend he said:

“I believe there is a formula. They are what we call the **four imperatives of leadership**.

The first is to inspire trust.

The second is to clarify purpose

The third is to align systems

The fourth is the fruit of the other three - unleashed talent.

I would add that these are based upon principles that build upon each other rather than techniques or steps that have to be taken independent of each other. These aren't 'management tricks' but real principles that guide a true leader's character”.

Management literature ideals and the reality of companies

It is amazing how much management literature has been produced over the decades in which impulses have been given for a change in management and leadership to happen including ideas like the lean organization (Womack and Jones), the learning organization (Peter Senge), the living organization (Arie de Geus). These promising impulses for change in ways of working in a company have however been transformed in the company's practical reality to the traditional efficiency practices, saving costs and raising profit as this has stayed the dominant view of a majority of top managers of bigger companies. This means that new impulses can only find their way in the organized life if we practice a different kind of leadership than the main stream management practices show today. It is however, the visionary leadership in connection to the further development of the community of people and the way the clients are served and the integration of new generations over time, that forms the foundation for the continuation of the company. That is what Arie de Geus stated in his book “The Living Organization” and I'm in agreement with that, based on my own observations over the last 50 years. It is the client of the company who is the key person that should be at the center of our attention. It is the work processes in which people find themselves that need to flow to generate a positive attitude in the people acting them out, it is the good

cooperation between us, that makes the difference. These are the main points of focus for inspiring leadership in the community but they have been seen in the traditional top management view as the only means for reaching the goal which is making a profit and serving the owner(s) and shareholders and this view is pushed down through the ranks by the way we use goals and systems.

Can it be done differently?

I have worked with hundreds of leaders on all levels in companies in many different countries throughout the world. We have gone through intense processes of change and innovation and by doing that I discovered some of the most fundamental dimensions of leadership that work in the creation of change and development in a lively company community. We call this kind of leadership **horizontal leadership**.

In this book we will explore these findings. It will be a combination of stories of company cases that I have been involved in for many years and the philosophy and methodology that arose out of these processes which were published in the many books I wrote over the years. Dispersed throughout the book I have quoted philosophers' statements that show us that the issues we have in our daily organized life as human beings and the way we can reflect on them to find the sense of it. We discover that they are not so different from what we often think they have been in the past. The philosophical quotes you find in this book, I see as inspiring thoughts for our own leadership in that they give us a clue on how to make sense of our life which is a core task of leadership.

By reading this book you will find new impulses for your own leadership in leading a company, unit or team but also leading your own professional process that you practice in your work situation and for living your life as a free individual who wants to contribute and serve others and develop yourself to a conscious soul.

Kierkegaard: When one observes a face attentively and for a long time, one discovers sometimes as it were another face in that what one sees. That is undeniably a token that the soul inhabits an emigrant, that withdraws from the visible to guard a hidden treasure and this means that the road we have to go is

that one face is internalized in another face and so, if one wants to discover, one has to enter.

What then is it all about?

A key finding in our research over the years on this theme of leadership is that we have moved over time from communities that were led by one leader at the top which the community of people had to follow, to communities where all people involved are part of the leadership process that takes place in the company. We are fully used to working in a vertical leadership – follower relationship and we are not very used to working together as leaders in the leadership process in a horizontal way. In acting out that horizontal leadership process in the community, **the leadership dialogue** is key and essential for the development, the change and innovation that the company needs. Top leaders, managers and professionals need their own leadership in the leadership process so as to make things happen in a good way and dialogue together in such a way that we are all able to act in the sense of the whole and take the correct steps to move things further. The main characteristic of this horizontal leadership dialogue is that it is based on the personal expression of all people in the dialogue and not on the functional general language we use in the day to day work routines where one person gives directions and others follow these directions. This requires that all people mobilize their inner world, their soul so to say and connect their inner world with the outer world. This requires a special leadership language and leadership skills which we call horizontal leadership.

Bernard Lievegoed, as I mentioned before, already described in the last century the development of organizations from a pioneering organization to a differentiated organization to an integrated organization. The pioneering brings the thing to life and as it grows we need structure, differentiation, specialization and coordination and then we need to turn from an inside orientation to an outside orientation putting the human being in the center and being aware of the sense of the whole of the company.

In the integrated organization we move as leaders from a vertical hierarchical attitude to a horizontal dialogical attitude which means that we stimulate people to act as leaders themselves.

We have been experimenting in companies by bringing top leaders, managers and professionals together in a process where they dialogue on the following issue: “What are the real questions we have to face for our company to master the future?” It was amazing to see how right from the start there followed a personal dialogue in which participants opened up and shared real stories that show these issues. I remember the situation of one health care organization which had been struggling for years with the issue of client orientation. In the dialogue between top management, middle managers and professionals, it became clear that over the years there had not been real progress on this. One of the professionals told the story about the elderly woman in the living room who could only enjoy her daily cigarettes but this had to stop because of fire alarm arrangements introduced by the director. One of the ladies at work who also liked to smoke a cigarette took the woman out several times a day to smoke a cigarette outside. The colleagues got a bit upset seeing them outside smoking as they were working hard to get things done. It became clear in the dialogue why this nurse was doing this and it transferred the general question of the client orientation into the more specific question “how to give the client the right attention”. That became a leading vision in this home which helped the client and the worker and the managers to cooperate in a healthy way and communicate in a positive way what needs to be done and what has to be changed.

Schiller: The truth is not something like the reality or the sensual existence of the things, that can be received from the outside: she is something that out of the strength of thinking itself can actively and in freedom appear.

Beauty is freedom in appearance.

Freedom is only in the human being, not in nature.

To express it once finally, the human being is only in the playing fully human and he is only fully human when he is playing.

Four key qualities of horizontal leadership

We discovered over the years **four key qualities of horizontal leadership** that people can act out in the leadership process and dialogue.

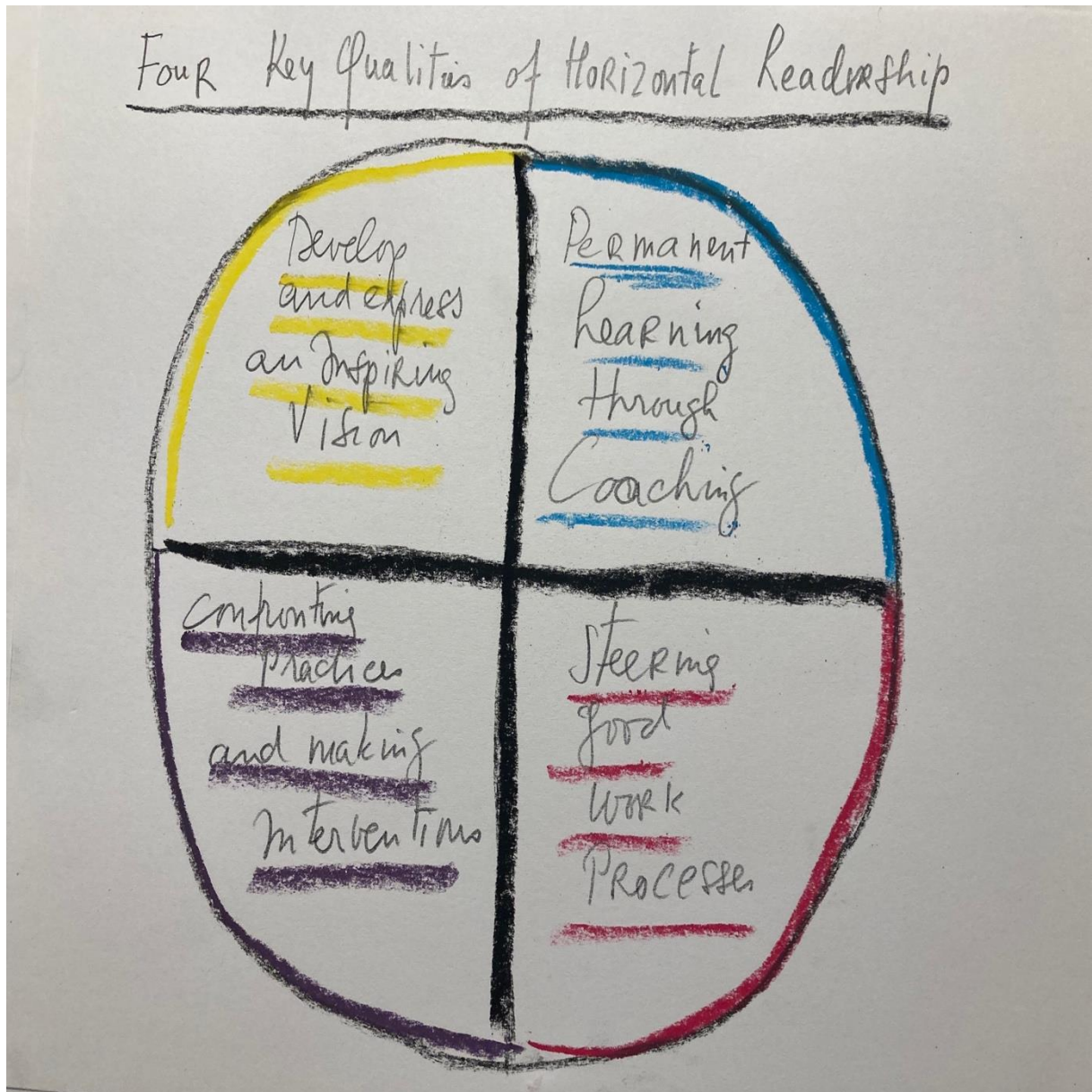
The first quality is generating and steering good work processes in which the activities flow in a rhythmic way and serve the client of the process and the people working in the process.

The second quality is the permanent learning we do together in a process of coaching each other, reflecting on the workings and effects of our actions and looking for the right improvements of the process.

The third quality is the development and expression of a vision that inspires you and others and that clarifies the view on the future and the steps we can take to make this future happen.

The fourth quality is to confront practices that are not working well and take steps to stop activities that cost energy and money and that do not bring the results we need.

These four key qualities of horizontal leadership we can develop further by doing it together in the working environment and raising our consciousness and understanding of them every time again in more depth. We can actually perform them in the horizontal leadership dialogue and in the face to face dialogue between the manager and the professional. This can happen even without us noticing that we are doing that. Practicing these four key qualities each and every one of us has to find the right fit between the four qualities. We can overdo it or we can neglect it, we can use the opportunities for doing that or we can miss them.



Nietzsche: This whole world that really matters to us, in which our needs, desires, happiness, hope, colors, lines, phantasies, prayers and curses are rooted – this whole world we made as human beings ourselves – and we have forgotten this.... “Freedom”, “Justice” and “Love”!!!

Together with these four key qualities of horizontal leadership we will present in this book a set of tools that can support you in acting as a leader. We call them beacons for horizontal leadership and they help us to mobilize these four key qualities of horizontal leadership in the reality we have to deal with. This set of tools, called beacons, are tools connected to four levels of existence, these being the “who”, “what”, “how” and “why” levels of existence.

‘Who’ is about the persons to act and take responsibility, ‘what’ is about the goal, meaning what are we aiming for and what roles and responsibilities have to be fulfilled, ‘how’ are we going to create this together and share the leading principle in our acting and ‘why’ should we make the effort to do so and why should we invest in this.

In the *who* we find the person or persons that carry the process and take responsibility.

In the *what* we find the goal we are striving for and the roles and responsibilities to reach the results we want to achieve.

In the *how* we find the process, the steps we take, the overcoming of thresholds and the steering principles that we work with in the process.

In the *why* we find the sense of the thing and why we want to invest in this process.

As Plato pointed out: we have the planets to give the earth a cosmic orientation, we can use these beacons as orientation points to find the path for our company and for ourselves.

Kierkegaard: Because keeping silent is not a languid rest, keeping it still is also movement, it is the inner movement of the heart, it is to deepen your own inner world. Just moving on is a forward movement that stays at the surface and along that road one does not arrive at the point just to want one thing. Only when someone is brought to a standstill and then moves on and comes to a standstill again before moving on, only then the human being can want only one thing. And the purity of the heart is to want only one thing.

To act as a horizontal leader helps us to realize our destiny in life, to serve others in reaching their goals and to create a healthy world around us. It is worthwhile developing our personal leadership, making it fruitful in the workplaces we are in and the life situations we meet on our way.

A fundamental hindrance to realizing this is the way the organizations of today are structured. We have hierarchy, we have specialized departments, we have the systems that dominate the being in control, we have the working of power, the need for operational discipline, the top – down working process. As

different studies have shown us this construct does not allow change and innovation and development to happen in a fluent way. It is said that about 80% of the change processes do not get us to the result we want to achieve and I have interpreted this as that the way we work in the operations of the company is not the right way to create valuable and needed change. We need a different infrastructure in which these development processes of change and innovation can happen and flourish. During the years we succeeded in developing a different infrastructure in which these change and development processes can happen in a smooth and creative way. We will try here to sketch this horizontal infrastructure which can exist next to the well-known operational structure we characterized.

To find and create the connection between the horizontal leadership and the vertical dimensions of a company's structure we finally describe seven concepts we can internalize that can help us in connecting the horizontal with the vertical in a systematic way.

All this together can give you an opportunity to create horizontal leadership in your company which can carry the company into the complex and dynamic future we all have to face.

Let's explore!

Martha Nussbaum: We live in a time in which profit striving dominates and the fear about the national economic performance. In the end it is about people. The real goal of development is the human development. Our world needs more critical thinking and more respectful dialogues.

Chapter 1: New leadership perspectives

Plato: Philosophy is the only subject where we try to systematically and completely discover what the essence of each thing is. When we have a quick look I only make slow progress. Only with philosophy is it possible for you to put away your pre-judgement and to arrive at the real principle on which you can build further. Because those who have an eye for the connections between things can become a philosopher, and the one who misses this cannot be a philosopher.

The start

In the autumn of 1968 I started my eighteen months long military service period. In a special 10 weeks training program they drilled me and 60 other young people in the military routines and then as a young officer (called 'Vaandrig') I was given a special job. I am 21 years old. During this period, I was asked to support one hundred older officers who were selected by the military leadership to analyze the 33 schools that the army had in the Netherlands. I was expected to be the scientific staff officer helping these professional officers to do this research in a systematic way, concentrating on the didactics used in the schools and to see what differences in teaching, instructing and practicing there were between the schools and if these differences made sense or not. New programs were developed for teaching the young military recruits the theory and it was called programmed learning. There was a synchronizing of practices between schools and some standards were introduced for common practices like weapons training or marching in groups.

I had some ideas which I had taken from my studies in sociology and business economics and transformed them into a method of investigating, using statistics and literature and handed this method over to the officers visiting the schools. The basic approach for research was:

1. We would start by doing interviews with key people in the school about the central question: how are you educating the new soldiers that are obliged to fulfill military service.
2. What are the key findings that came out of these interviews.
3. Translate these findings into questions and use these questions to do a survey of the majority of the people in the school. This was done to check the accuracy of the findings in the initial interviews.

4. Draw some conclusions and formulate recommendations for change and improvement.
5. Confirmation by the leaders of the school and the leading staff of the change process.
6. Action on the change.

Fortunately, I was able to first try it out myself in a real school and see if the method worked or not. “In the land of the blind, the one-eyed person is king”, it is said.

I was a rather naive person going my own way and not being too much involved in all the vertical hierarchical traditions of the military. In direct dialogues I tried to do the job as best I could and it worked. I enjoyed the leadership and freedom I was given as nobody really understood the process in detail and we all had to find our way while doing. We also came up with some helpful inventions in the process. Together with another young professional officer, who was part of the leading staff, we came up with a new planning method for the work to be done and called it network planning.

In those days (the 1960's) there was an ongoing shift in the appreciation of the military. As an officer you were used to being seen as a hero, a special person in the military society that gained admiration and support. That was changing into being a bit ashamed to tell others at a party that you are working in the army as a professional officer/soldier. Those 100 older officers had experienced this change in their life and were deeply frustrated about this. It took them taking a few deep breaths to take up this new challenge in their military life and amazingly over time they started to appreciate this new job of doing “scientific work that made sense”. It helped them personally to take a step and quite a few of them, after doing this job, requested early retirement and they were welcomed into new companies entering into the security market. I learned to see that a leadership intervention creating a change and doing it in a horizontal way, that is together with the people concerned, can have a very healthy effect on the individual and the community.

Paulus: Brothers, we are called to be free. But do not let freedom be the basis for the sensual life, but serve each other through love. Because the whole law is

fulfilled in this one word: "You should love your neighbor as yourself". But I say to you: walk in the strength of the spirit and never let the desire of the body be your goal in life. Because the desire of the body goes opposite the spirit and the spirit goes opposite the body. Because they stand opposite to each other, so that you cannot do that you wish to do in reality. If you let yourself be guided by the spirit, you do not stand under the law.

During my last year studying sociology and business economics at the Erasmus University in Rotterdam my father suddenly died of heart failure and I moved back to the family home to support my mother and youngest brother. Fortunately, after the 10 weeks of basic military training I was working in a military building close to the family home so that I could sleep at home every night and take care of my mother who suffered the shock of my father's death. It however made the new relationship with my girlfriend a bit more complex but we managed and even married during the last month of my military service.

Looking for a next step I decided I would like to work in a big international company to get the experience of how things really work in an international capitalistic multinational environment. As the main office of Shell companies in the Hague was close to the family home I decided to walk over there and ask if they would be interested in hiring me. I was handed over to an employee of the personnel department who asked me why I walked into their building. After having a cup of coffee and a pleasant short chat, in which I presented my interest in personnel work or marketing work, he said to me: "We will let you know, where can we contact you?" To my surprise, shortly after the meeting, I was invited back for two more meetings. One with the marketing staff director and one with the Human Relations staff director. The meeting with the marketing director was a flop as he was just giving me some riddles to solve which I failed to do, so he lost interest. The HR people however seemed to be interested in taking me on. Shell companies in the Netherlands had just started organizational development processes supported by external consultants and they could use an internal person in the international staff department to internalize this OD knowledge and skills in the Shell companies. I was excited to start not knowing what and how I would work in Shell as there were no

concrete functions yet and I had to enter Shell companies without having any clear staff position. After having followed an intense 3 months long training program, visiting and working for short periods of time in the key processes and companies in the Netherlands like the refinery, the laboratory, the exploratory company including the Dutch Head office in Rotterdam, I was sent to the Dutch oil and gas company NAM to support the OD processes that had been started there one year ago.

Me and my pregnant wife moved to the north of the Netherlands where the Shell staff had organized a nice 4-bedroom house for us to live in. Arriving in the NAM company I was received by the Personnel Manager Mr. George Schwencke. He seemed to be a bit nervous meeting me and after a few minutes he said to me: “Dear Mr. Bekman, I have no idea what you could do here but please look around a bit and tell me then what you would like to contribute”. That is what I did. After talking to the CEO Mr. Jo Bongaerts, I met the external consultant for OD Bernd Kloke who had been brought in for two years to help the company get familiar with OD practices. Meeting Bernd in his office, he started to share with me the process that he was doing in this company. He had made a record of all the steps and actions that happened and he told me about the key activities he had started in the company. He had been able to mobilize about 20 NAM employees to support him in this work of becoming a part-time trainer in programs Bernd had introduced. They were mainly training programs on social skills and leadership skills. For the people in the company this offered them a totally new experience as this kind of training had never been done before. He gave me papers and literature to study and some reports of the programs that he was running. A few weeks after this meeting, I found myself training people in social skills and setting up and executing leadership training programs for the managers and staff. I experienced that everything I internalized in my studies did not help me to be able to communicate with the people in the company. For instance, the leader of the work council named Tinus, who was a self-made man rising through the ranks in the company, being practice oriented but with a great natural intelligence, participated with great enthusiasm in the OD work but did not like any complex theories or models. He was interested in and looking for inspiring new ideas that could help the people in the organization to have a fulfilled existence in doing the

work. I was too abstract and I was using words and expressions that he and the others did not recognize and could understand. But this stuff that Bernd gave me opened my eyes and people in the company could follow and understand what was happening. It was a wonderful mixture of simple concepts and concrete exercises to experience the concept. Again, I noticed that the things we introduced in the context of OD activities could work if we appealed to the personal leadership of the people involved. You did not have to have a management function as team manager or department manager, but it was meant as a different way each one of us could start to handle the situation in which new things were introduced. The needed change was not only something for the peoples' outer world but also very much so for their inner world.

Later I was asked to help some managers and staff people in specific departments to improve their performance and cooperation, also between departments. Issues that had been there for years but were never discussed between the people involved, came on the table and raised sometimes heavy emotional confrontations between people who were not able to work together in a constructive way. I started to see that people could not express their worries very well in the normal operational context, as in a discussion between boss and worker. As soon as they entered in a different context, being in the training program or in a reflective session, they could open up and share what was going on inside themselves. Again, we had to find out ourselves how to work in this kind of emotional OD processes but sometimes we found a new concept, published in books and magazines, that we could transform into a practical way of dealing with sensible issues. One of these concepts was 'sensitivity training' in which people would be introduced to a process in which, together with others, they had to find out the issue themselves and had to deal with that issue together without the clear guidance of trainers. It opened peoples' eyes to see that there are some patterns and repertoires that we are not aware of or that we hide and by emotional confrontation one could become willing to let go of these patterns and step into the unknown. That could mean a personal shock for the persons involved and the people around them but sometimes it felt like a liberation.

After the consultant left I was asked to take over responsibility for OD and also social skill and leadership trainings of different kinds. We had established this group of 20 employees from different departments that had a personal interest to support our work. They acted as trainers and coaches in our programs on an as needed basis and this worked very well in the company and it gave a boost to the development of new practices in the different departments as they could act as bridges between the training practice and the work practice.

A big step in the development of the company was the establishment of a management team. After Mr. Bongaerts retired from the company, his successor wanted to work with a management team. Heads of the different departments formed together with the CEO this management team. I was asked to help them in the first few sessions to find a good way of cooperating together. I observed how they dialogued with each other and could give some tips for improving the interaction. In a one on one dialogue I supported the new CEO to find his way with this team. The key intervention I made was that at certain moments I would stop the management team meeting process and evaluate with the participants how they were acting as leaders, what it made possible and what not and how one could express oneself in another more open way.

In the different trainings we concentrated on leadership skills. Participants were asked to experience the different styles of leadership: the authoritarian style, the laissez-faire style and the pedagogical style. Our expectation was that the pedagogical style would work the best but that was not the case. In the exercises we did, for instance building a tower with paper, scissors and glue, it showed that at some point during the process each of these styles would work the best. It depended on the way the team leader and the team members wanted to work together and found each other in a certain style of cooperation. Here I got interested in the leadership theme as a process and dialogue theme in creating change and development, in which people can join each other or not.

Augustinus: Because when you make the original will to exist all the time stronger, you arrive at a stronger position and build yourself up to the highest form of existence.

During my years at the NAM, different leaders/CEOs from different Shell companies in the world came to visit us to meet and investigate this OD work we did. It was nice to be able to share and get some response and feedback from them. The local Shell manager of the Curacao Board of Directors responsible for HR was one of them. He responded very enthusiastic to what we presented him and he asked me if I was willing to come to Curacao to do the same work. That sounded exciting to me but it took a bit of time to convince the Shell personnel planners in Great Britain to agree to this transfer. So, I went with my wife and daughter to Shell Curacao. Arriving there I was welcomed at the airport by this Shell manager called Mr. Wawoe and a taxi brought us to the hotel. The next morning, I met him in the office and he asked: "Please Mr. Bekman what are you coming to do here?" I reminded him about his visit to NAM and the effort we had made to come here. It was as if he was totally unaware of this and like my first days at the NAM I had to go around to see who is there and what I could do. I met the HR manager Otto Kikkert who was busy preparing the negotiations with the labour union and I became part of the team. One year later we wrote a book together called "Drempelvrees" about the fear at the threshold of independence for Curacao and the interdependence between the Dutch culture and the way things work in Curacao. The director of Shell Curacao was not very pleased when he noticed this book of us was going around and there were big articles in the newspaper about the book. He confronted us with the Shell policy that stated that Shell stayed out of local, regional and national politics under any and all circumstances. "We just follow the law", he said. It raised in me the question as to whether I would be willing to make a career in Shell or not.

After 4 years at NAM, I worked 3,5 years in Shell Curacao. It is a refinery which is very different than the NAM company where they find and explore oil and gas wells on land and in the sea. The majority of the 2000 people working here on Curacao were Antillean citizens with a European staff of 150 Makamba's as they were called by the locals. Again, here I had to find my way as most of the

company leaders were not much in favor of this OD work. I learned the language Papiamentu, a beautiful slave language composed of African, Spanish, Portuguese, English and Dutch words and expressions and started to work with the locals. Issues like security, technical knowledge transition, cooperation and leadership were introduced in the different parts of the company.

The new CEO of Shell Curacao, who arrived at the same time as me, was shocked by the mess he found in the factory. “Let’s first clean the whole thing”, he said “otherwise we will not be able to start to do something new”. In my first dialogue with him he showed an interest in OD and was even a bit curious as to how I would start this kind of work in a company that was not really able to care for itself. On his command, over a three-month period, the factory and the offices were cleaned, freshly painted and all things not used anymore were transported to other destinations. After this the OD work could start and again I recruited a group of local employees that were interested in participating in a process to support colleagues in change and learning processes. This work had to be done during work hours in the workplace and was concentrated on the real issues that were alive in the day to day routines. Making the issues explicit, finding the right questions and making small steps to create a different reality, helped managers and employees to not only do their work but also act more out of personal leadership together with others to improve the work process and the way people were cooperating in that context. It only started to work when the people experienced that we appealed to their leadership and so we made a connection to their inner world, their own experiences and ideas they had for improvements. It became clear to me that OD work only functions when the people themselves take on the leadership of their own behavior and are willing to try out new things or move to other places where they could contribute more.

I started to see the difference between the vertical boss – worker connection and the horizontal personal leadership of actual people in the process. The boss – worker connection functions in an operational context and the personal leadership works in the process of change within this organizational context.

I became aware after a while that there was a great gap between the local culture on the island and the company culture in Shell. Local people were

struggling to enter into the Shell culture and accept the company rules and regulations for their behavior, as in their private life totally different leading principles were at work. Through the salaries of the workers, money was streaming into the country. With that money a man could support more than one family and have more wives and relations where he could act as “the King”. In the company however, this behavior was not accepted and the person had to obey the rules and work in a disciplined way. It was fascinating to experience how in the processes of learning and improving in the workplace people could find some kind of relation between these two worlds. They felt themselves recognized as persons and they could cooperate out of personal leadership with their companions in the learning process. This made them enthusiastic and opened up their soul to work on themselves, find a balanced leadership behavior in the workplace and at home and become more aware of the social laws at work between people.

Spinoza: The hearts are not conquered by weapons, but with love and generosity. All that is splendid, is as difficult as it is rare.

The theory on leadership

During my studies in sociology and business economics at the Erasmus University in Rotterdam, I was confronted with theories and concepts that were published in the international business world that suggested ways to organize and lead companies and organizations. It started with the theory of Mr. Taylor, which was based on the division of labor and the introduction of standardization, specialization and coordination as new techniques to make the work processes more efficient. In its extreme form it started to look like Charlie Chaplin’s film called “modern times”. The whole thing was cut up in pieces so that the workers could act ‘as machines’ who then had to be coordinated by the management. Management was a new phenomenon in companies as they got differentiated into specialized departments, where products and services got standardized, where hierarchy (levels) and functionality (parts) were the main principles for structuring the company. It was based on the idea that upstairs in offices the staff brains would be situated and that downstairs the workforce would make it happen according to the

plans from upstairs and thus they are positioned like working machines in the workspace.

Then came Fayol who had observed how this new arrangement worked for the people involved. They lose their personality as they are put in a box with limited space, acting -out programmed behavior with repetitive routines. He introduced the human factor to be taken care of. Later, in the Tavistock research it became clear that when serious attention is paid to the work force being human beings with a soul, they will be more motivated to perform and perform better. This ended up in a separation, that we can still see till today in the management orientation, a split between managing the task and leading the person. Do we concentrate on the task or do we concentrate on the person doing the task? Both seem to be important and one has to find a balance between these two management and leadership orientations.

Still today we see this split in management orientation in the way managers deal with their responsibility. Shall we make the task and the work process lean or shall we invest in the mastership of the people and their learning and knowledge creation. Do we give priority to improving the efficiency and effectiveness of the work or do we give priority to improving the skills and attitude of the people at work. I started to see it like this:

I think we can say that the task orientation is more a management priority and the people orientation is more a leadership priority.

The task orientation works vertical, top-down and the leadership orientation works horizontal and in dialogue.

The task orientation is operational and the people orientation is more developmental.

The task orientation dominates the running of the business and the leadership orientation is about bringing the community into development and creating with them the needed changes and innovations.

This all culminates into two streams that we have to take care of in organizational life.

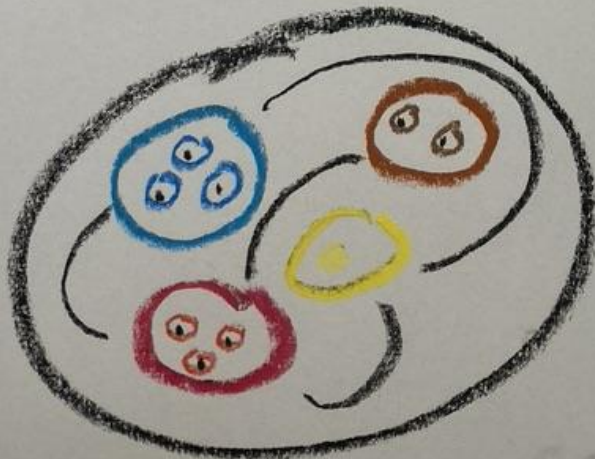
We have the operational business stream and we have the human and organization development stream.

In the operational business stream, we are confronted with the creation of missions and visions, goals and strategy, planning and decision making, evaluation and rearrangement by the top management to create a context for the others to perform in. To make it work this has to be handled by middle management and done in an operational context in which the professionals work. The organization becomes a pyramid.

The Organization as a functional Pyramid



The Organization as a Panel map



In the human and organization development stream we have the processes with the clients and suppliers, the cooperation and co-creating within and beyond the company parameters, the well-being and motivation of the people involved, the company impulse that shows itself in the company biography and in how the individual biography is being connected to this company impulse and biography. This all is handled by the entrepreneurs and leaders in the community and done in a servant way in an infrastructural context. The organization as a land map.

The connection between the two streams, the operational and the development stream, is made in the leadership process. This leadership process starts with identifying the questions and issues that we have in the operational context which require that a change be made, to find the right people to take on the change, to create the development process for making the change happen and to integrate the effects of this change into the operational household.

Management and leadership: some kind of a personal conclusion

The difference between management and leadership is represented in that there are many *management models and concepts* to be implemented and guaranteeing success and there are many *leadership stories of people* who have been trying to change and develop communities out of the sense they have given, based on their own inner beliefs and convictions.

Upon completion of my studies and starting to work in organizations, I was immediately fascinated by leadership and what 'good leadership' could look like and how I could become a good leader by supporting others to reach their goals. But also, I learned to understand how important it is that the conditions in which we work are the right ones and so I trained myself to be a good manager.

During my eight years with Shell, not having a fixed position and function in the company but having free space to develop together with others, I was in the leadership role without having the opportunity to use the management power to make things happen. All had to be done on the basis of the free will of people to join and start to work together in the OD processes in the

company. I noticed that it is necessary to create the conditions for this process in a good way and so I had to start to manage this and take responsibility for that. This then brought me into the management structure with its power battles with other managers to create the right space for our own area of responsibility.

Instead of being embedded in and working out of the vertical hierarchical and functional structure and then trying to create space and time for a horizontal way of working as a leader with the people, I was embedded in the leadership process of cooperating with the people to move things forward and then had to connect to the vertical structure to be able to implement things we had developed.

After Shell I moved to the NPI where I, in a certain way, was immediately part of the leadership of the institute and had to deal with the support staff that took care of the management task to create the right conditions for the work we did with our clients and with each other.

Erasmus: We are born under three laws: the law of nature, the law of the good works and the law of trust, to use St. Paul's expression.

My Leadership in the NPI and in IMO

After more than 8 years at Shell I decided to make a change. I left Shell and moved to the pioneering OD institute created by Bernard Lievegoed and colleagues, the NPI – Nederlands Pedagogisch Instituut, instituut voor organisatie ontwikkeling. After leaving Shell, I spent three months at the Center for Social Development in Forest Row England. This Center was created by NPI consultants and gave people from all over the world a chance to school themselves in becoming a social practitioner helping people and organizations in their development processes. NPI consultants had started to work all over the world with client organizations and soon people from these countries wanted to become an NPI consultant. Small groups in these countries started

to work with companies on OD, doing training and publishing books on the methodology. This made them join the Center for three months or one year. Arriving at the Center in the autumn of 1977 I joined a group of 25 people from different parts of the world. In a weekly rhythm we explored the different aspects of OD, based on a spiritual view of the human being and his creations and his creators.

In the first week we started with an exercise in which each of us had to remember a situation he or she had been in in the recent past that made some kind of impression. After describing that situation in detail, one had to draw “The being” of that situation. I did not fully understand the meaning of this exercise. I could remember a recent specific situation in a soccer stadium in the Netherlands where I saw for the first time how hooligans were beating each other for no reason and how the public watching the match was shocked by this violent happening. I could not understand what they meant with “drawing the being”. After the individual work each one had to present the story. It started with a participant from the USA. He described a visit with his wife to an Italian restaurant where they ate regularly. They got there early and they were the only customers there. The owner put on music. They asked the owner if he could turn off the music as long as they were there alone. “No”, he said “when there is a visitor we put on the music”. Then this participant showed us his picture. It looked like this:



He said: This background music is like a soft nose that interferes all the time in your own process. It is mostly friendly but can also be disturbing when for instance you are talking with your wife or guests at a meal.

After this short story I understood better what was meant by drawing the ‘being’. All that happens in any situation also can represent a certain being that works there without always being noticed by the people present in the situation. I can school myself to observe the invisible being interfering in the

situation and it makes itself noticed by unusual gestures or very fixed gestures like the background music in so many places. I immediately realized that it is a leadership quality to sense the invisible but influential reality, to look through things and see what is really at work there and by seeing that you can take the right steps to change. Without this ability one stays in solving problems but very often not getting to the point where an intervention is needed to create change.

As I went through the three-month period in the Center for Social Development, I also became more aware that the reality holds a polarity between things. It can be between past and future, it can be between an idea and a practice, it can be between what happens inside of me and what happens outside of me. That opened many doors and windows for me as a leader and I could start to observe realities in varied ways and with different perspectives. I started to see the uniqueness of each person I met and I became more sensitive to which will direction this person shows, what is driving this person, how is this connected to his/her impulses, things like that. Also, I became more aware about identities of organizations, observing their culture as it shows itself in their ways of doing and also, I started to see more clearly the different issues and questions an organization is struggling with.

The soul is not

Half-way during the course we worked for one week on “the human soul”. We had an 80-year-old anthroposophical doctor, Dr. Degenaar from the Netherlands, who was our guide. He liked to smoke self-rolled cigarettes like myself at that time and sometimes we silently smoked a cigarette together.

In the first meeting he said: “Dear friends, we will concentrate this week on the soul. THE SOUL IS NOT”, he said, “I repeat, the soul is not”. That sounded mysterious, what did he mean? It became clearer throughout the week that where our body “is” and stays with us and our spirit “is” and stays with us, the soul “is not” like that, the soul appears and disappears. That makes the soul difficult to grasp. She appears as our thinking, our feeling and our willing for instance. She appears and disappears inside ourselves but also, she appears and disappears outside ourselves in the works we do. Only much later did I start to see very clearly that organizations are soul creations. They appear and

they disappear, they have to be created and recreated all the time. Not only that, we have to give them a sense as there is no sense in our own creations by themselves. The cosmos and nature are harmonious and have the sense in themselves but the human soul and its creations, organizations, are not harmonic, they are paradox. That insight dramatically changed my approach to organizational change and leadership. As I was striving for harmony and experiencing the permanent failure to reach that harmony, I started to accept that organizations are incomplete, are sources for tension and conflict, are a permanent confrontation between different interests and so leadership is an essential process to bridge this. I started to concentrate on the leadership issue of sense making. It was the “how question” and the “why question” that became my focus in the work with clients. As the “who and what question” can be observable and can be identified, the how and why question are part of the invisible reality, are part of “the being of the situation”. By concentrating on those dimensions, I started to observe how people were dealing with their issues in time and why they were making the effort to do so. I started to see horizontal leadership in action. In dialogue with each other to become more explicit on this, it helps us to see more clearly where things have to be changed, recreated and what are the next steps to do so.

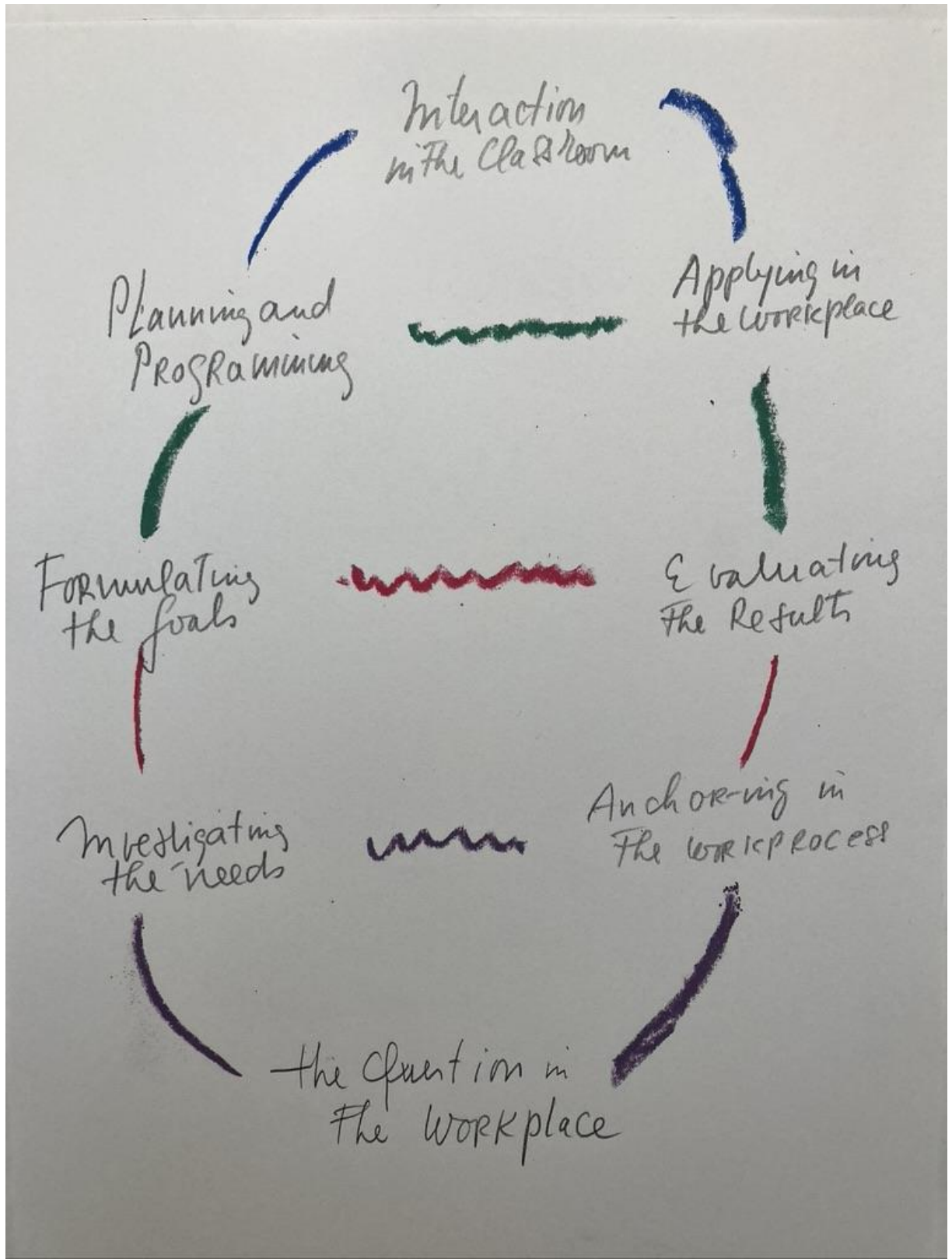
Being for three months at the Center for Social Development after having worked hard for eight years in Shell, I had the feeling that I found a certain balance between my experiences during those years and the leadership insights that I gained out of the reflective activities we did. I felt well prepared to enter the NPI, the pioneering institute for organizational development, which works worldwide in organizations with clients on change and innovation questions by stimulating and developing personal leadership and as a community horizontal leadership.

Nietzsche: Every individual being co-creates the whole cosmic reality – whether we know this or not – whether we want this or not!

The NPI

At the NPI I started to work together with my colleagues on issues like training the trainer and working with teams in companies on their performance and

cooperation. We had wonderful leadership concepts that former colleagues had developed. There was the concept of being the leader in the training circle working together with the goal group of learners.



Beyond these stations in the process of training and learning, there are specific leadership concepts and tools to be used. Formulating the goals for instance one could formulate what kind of knowledge, what kind of skills and what kind of attitude we strive towards. Also, to what level of perfection are we striving: striving for routines, striving for handling specific more complex processes, striving for creativity in creations based on personal impulses.

There was also the leadership concept for creating good cooperation in team meetings.

The team leader takes responsibility for:

- Preparing the meeting by formulating the goals and procedures
- Holding the meeting and following the guideline
- Evaluating the meeting, points for improvement

During the meeting the leader should observe three dimensions:

- Bringing in the issue and the content of the issue
- Stimulating the interaction between participants and their participation
- Following the procedure: creating the images – judgement building – decision making.

Practicing these guidelines, one could notice that the team meetings improved in their quality and their effectiveness.

We discovered two ways of working with our clients and this was another professional leadership concept that made sense.

The first way we called the *instruction path*. This path had three steps the leader and the team could follow:

- Introducing the content
- Dialoguing on the content
- Applying the content.

The second way we called the *discovery path*: This path also had three steps for the leader and the team to follow:

- Experimenting with and exploring a new situation

- A reflective dialogue on what happened
- Pointing out the key concept at work in the situation.

These kinds of leadership concepts we would present and use with clients. They clarified issues and showed opportunities.

A wonderful and very effective training was the “training the trainer” program. Trainers were seen as instructors to explain the techniques and systems to us, they could develop themselves into becoming the leaders of the learning process. With two colleagues and a group of 16 to 18 participants we did three one-week sessions on the profession of being a full-fledged trainer/leader in the company. Quite soon after entering NPI I was training trainers, using this body of knowledge that NPI colleagues had developed. We worked every day on three levels. In the morning we worked on the conceptual level clarifying and dialoguing about the many concepts the trainer/leader could use, how to do this and why it was important to do so. In the afternoon we did exercises to get familiar with what it means to work with these leadership concepts. Experiments the participants did and feed-back they got. In the evening we worked on biographical issues with the participants and connected this to different images of the human being. We did this so that the work we do as trainers does not only lead to applying a method but that we explored here a leadership methodology, a way of approaching reality, that one can internalize and work with in a creative way. Participants could start to create their own horizontal leadership repertoire during the process and try things out in the organization they worked in. They appeared as leaders in the company and could contribute to the change and development of the company in a much deeper way.

Young entrepreneurs and experienced managers meeting each other

Parallel to these training activities with clients I took the initiative to support young entrepreneurs in giving shape to their own little company. Being involved in Triodos Bank as a member of the supervisory board I had noticed that this bank finances new initiatives by young enterprises which other banks would not finance. Especially new initiatives that wanted to improve the way we deal with nature or deal with each other. They were creating new products

and services for a client group that was looking for alternatives that responded more to their own ideals in life. Also, I was starting to work in companies with managers on OD issues, helping them to bring the community in movement and experimenting with new ways of working.

One day I got the idea to bring these two groups together. De Baak, a national training center was interested in making this possible. Together with my colleague Lex Bos and a colleague from De Baak, Willem van Baarsen, we arranged a program of three separate meetings where we explored two issues. Issue one is the connection between the hierarchical position you have in the company – the salary that is connected to this and the level of education needed to be in that position. Lex called it the fixed triangle and was interested to find out if this could be brought into movement. I was interested in the entrepreneurial leadership attitude and “how to create initiatives in situations that do not usually allow them to happen”.

In a fascinating process the young entrepreneurs and the managers started to share their practices as leaders and their visions and experiences. It turned out that the managers could learn from the young entrepreneurs how to use the situation they were in and the resistance they were encountering as an opportunity to bring in something new as a leader. As one young entrepreneur stated: “You can read the law as something that is forbidden but you can also read the law as what is possible”. Another one stated:” follow your intuition for visiting people that you think have no time and interest but nevertheless could help you to take the next step, like bankers or politicians”. Actually, the young entrepreneurs were acting like horizontal leaders who had to create everything together with the people they attracted to participate in their small business. The managers taught the young entrepreneurs how to take better care of that which they had already created. After about 2 years young entrepreneurs got into trouble because they did not take good care of the people that worked with them and they had no clear insight into the money stream that was flowing in and out. As leaders it is not just enough ‘to create’, it is also necessary ‘to care’.

The process we did, showed us that a fixed arrangement between position, salary and education could be obstructive for getting the new in. It supports the attitude of an employee who is not a leader but is just fulfilling the

functional responsibilities. Sometimes young people can take on much more leadership responsibility but they are blocked because of the fixed system and structure. But it can also be obstructive for the older well-established manager who wants to get a bit out of this fixed system and take more personal leadership responsibility for bringing in the next generations so as to continue in a better way and securing the existence of the company.

We could run this process several times and I could see more clearly how new leadership impulses that people bring could enter existing and fixed structures and ways of working in the company and that it needs a flexible infrastructure for creating spaces for people to do this.

So, out of this work we developed the golden leadership triangle being the connection between three fundamental leadership dimensions of an organization:

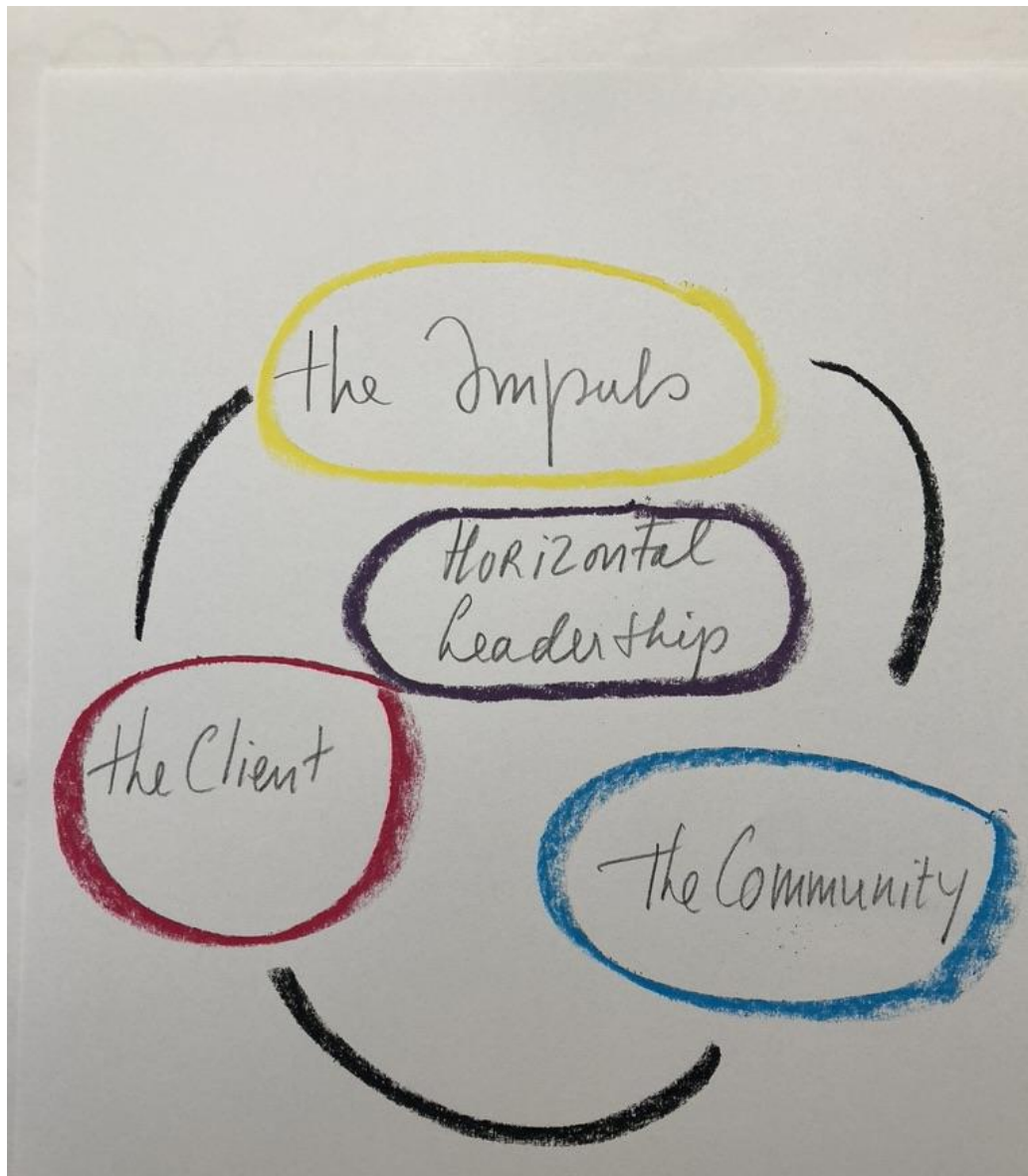
- The work we do with our clients
- The impulse of the company that wants to be realized
- The working community that operates and develops/change

It is the *client* who is our existential partner and we are in a client-supplier process together

It is the *impulse* of the company that wants to be realized from the start

It is the *working community* that makes it happen and connects the client needs with the company impulse in the work processes they do.

It is the horizontal leadership that connects the three by paying attention to these three dimensions of a company being as they are the sources out of which we get the energy and inspiration to continue and create the necessary change and find the valuable next steps for the continuation of the company.



The knowledge group in the university

Years later I started working part-time as a professor in the Erasmus University, then Stenden University, later Hanze University and finally today Offenburg University. The subject of teaching was leadership and organizational development. I created, as a professor should do, my knowledge group by inviting some of my clients and some university teachers to participate in the research process I intended to do. As a preparation for this work I wrote four little books that shared the title: On our way to freedom. Each book contained 21 poems about a specific theme that I wanted to work on with this group. The

themes were: Leadership, the client, the community, organizational development.

An example from the book Leadership:

Vertical and horizontal leadership

Being in a position of power

Vertical hierarchy is everywhere.

The protection of the system's skin.

It is top – down and bottom – up.

Discipline is the word:

This is management.

However:

Values we create in dialogue.

The meeting with the other.

The self-shaped horizontal space.

In there we can grow

To human consciousness:

This is leadership.

The sense of the vertical is:

“Back to the original source”.

The Godly principle of Creation,

Which we act out.

The sense of the horizontal is:

“What are we going to be”.

The human principle of Creation,

Through which we add our value.

In the different knowledge groups, we did research on three issues.

- The development of horizontal leadership connected to the client orientation
- Organizational development through leadership and sense-making
- The creation of community through the leadership.

Participants in the knowledge group formulated their own research theme in the context of one of the three common themes. Then they used their work situation to explore their research question and documented the steps taken, the experiences and insights gained and their personal reflections on these two. At regular meetings we shared the findings and it became clear to us that there were three common findings we could formulate.

The first finding was: Leadership is based on what the person has internalized as his/her personal capital. It is working on the basis of a specific view the person has developed, inspiring examples the person has experienced in life and the leadership ambition that the person has to do the good.

The second finding was: Organizational development and sense-making goes hand in hand. Development goes along a path of reflection on (new) things happening and trying to add the sense by dealing with the question and taking the initiative.

The third finding was: It is newly formed communities of people that carry the development based on their leadership and the common leadership process they go through together.

What was important for this research was the work we did in the master program we created for leading teachers, managers/leaders and external clients and interested people and we called this program “Horizontal Leadership”. Also, the work we did with the minor leadership program we created for the students coming from all the study programs running at the university.

In the master program the participants worked with their leadership question. In a series of 7 workshops over the course of a year, lecturers presented relevant concepts, we did exercises, we had dialogue groups and inter-vision groups and participants experimented in their own practice with new and relevant insights that they shared in the inter-vision group. It is remarkable that for most of the participants the inter-vision meetings with colleagues on leadership experiments and experiences in the workplace was the most valuable contribution to their learning. Concepts and theories are interesting,

exercises are helpful to understand but reflecting on your leadership practice after trying it out is the most valuable part of the master program.

Trying out new things in your leadership practice, reflecting on the experience and getting to new insights really builds up the leadership repertoire of the person.

During this year the participants were part of the knowledge group and were meeting the other members of this group at regular times. In the end the participants presented the learning results and wrote a paper in which they made the process of the year visible.

Through this work we created a solid basis for the further development of what we called horizontal leadership and horizontal organizing. Instead of acting in the vertical hierarchical structure all the time, the participants were able to create change processes that went horizontally through their own and through other people's area of influence in the company. There was, for all the people that participated and this was surprising, an amazing free space that they could and did create themselves in dialogue with other relevant people in the company, in which they could experiment and learn together with the other people. A deep and influential leadership experience for all involved became common ground for our work.

The 10-week minor program for students took a slightly different path but had nevertheless a great impact on how students could see leadership and experience what it means to be a leader in your own process. In groups of 25 students, two times a year, they participated in this minor program over a period of ten weeks. On the first day that we meet the new group, we confront them with the fact that the process would be of a different kind than they were used to. No extended literature, no discussion groups, no long lectures and content stuff, no power-point presentations.

“What are we going to do then” they asked me a bit disturbed. “We are going to have good dialogues with people in companies about real issues and change questions that need leadership to make it happen”. Client organizations that I worked with had opened this opportunity for students and themselves to deepen a real important issue that they did not yet find the right process to tackle. I divided the group into small groups of three students, coming from different university programs. A small business student, a healthcare student,

an information technology student went together to a company for 10 weeks. Each week they would spend 3 days in the company having dialogues with employees about this burning issue. I instructed the students by telling them that it is not about quickly finding the right answers and solutions, it is also not about you yourself understanding the issue but it is about exploring how this person you talk with deals with the issue. Ask the biographical question: “What has this issue to do with you and how and why would you like to deal with it or how are you dealing with it now?” Examples of issues were: the cooperation between teams has stagnated and we have tried many things but no real improvement was noticed. How to continue? Another issue was: How to reach our clients in a more personal way to find out what they need in the future or: We do not have our processes in control, there are too many mistakes and we are not able to change that. What to do and how?

Immediately this led the company people into an intensive personal dialogue with the students exploring together the issue but also and even more importantly, they explored their own leadership dealing with the issue. By going around and meeting different people on different company levels, working in different parts of the company, the issue came alive in the community and the people in the company started to deal with the issue as leaders in a more conscious way. The students had an exceptional experience doing these leadership dialogues and exploring together with the client this real issue. It touched upon their own leadership abilities for creating this research process in a company. A side effect was that students from different programs changed their view of each other. The small business students were not so strong in this process as the others had thought they would be and the nursing students, dealing with handicapped people, were showing much stronger leadership in the process than expected by the others. Another side effect was that the students expressed how dissatisfied they are with the traditional way of teaching and studying and that this leadership experience has taught them a lot on many different fields of life.

The students presented their findings and experiences at the university and also to the community they have been researching in. They had been part for 10 weeks of the knowledge group as they were meeting every Friday a

colleague from the knowledge group sharing his or her vision on and experience with leadership.

In the start I asked the participating students the question:” Who wants to be a leader later?”. A few students raised their fingers a bit, thinking I was meaning ‘who wants to be a manager’. At the end of the 10 weeks I asked the students the same question. “If this is leadership we are in” they said.

George Steiner: Masters have disturbed their pupils’ psyche and less often their physics. They have broken their spirit, destroyed their hope, exploited their independence and individuality. The sphere of the soul has its vampires. Opposite, young pupils have overthrown, betrayed and ruined their master. Also, this drama has psychological and physical aspects. The third category is the exchange, an Eros of common trust and even love. Along the path of interaction, an osmose, the teacher is learning from his pupils while he is teaching. The intensity of the dialogue brings friendship of the highest sort.

As a guru on leadership Mr. Kotter expressed: “If we are in the normal routines, then management is enough. If things get difficult then we need leadership”.

The history of leadership

In human history, leadership has been developing in connection to the community development. In the far away past the community had a leader who had the ability to connect the visible and the invisible world. This was mostly a priest acting the religious ceremonies in which the connection was made to the invisible world of beings. The leader decided on the destiny of the community members and in a certain way, things were fixed and there was no space for change. Those community members that tried something else beyond the fixed destiny were quickly seen as black sheep and a threat to the community and sometimes expelled from the community by a leadership decision. As the old Greek people said: “It is worse to be excluded from the community and send to a lonely island than being killed by the community”. Kings and queens as worldly leaders and popes and bishops as religious leaders later have taken that destiny defining place in the community.

From closed small family communities we have moved to the wider communities that were living in villages and small cities. In this later phase the leadership was in the hands of a few people that were leading certain processes in the community. The mayor, the doctor, the teacher, the priest, the captain on the ship, they had, as an elite group, the power in their area in the community to lead others. Kings and Popes decided on the overall community interests.

When communities started to explore economic and financial realities we have seen the entrepreneurs and the bankers taking the lead. They gave the people the work and the money to exist. They financed the political and religious leaders and made them depending on this new generation of community business leaders.

We entered the worldwide community in which a complex organized leadership construct is ruling society. Business leaders, politicians, religious leaders, criminal leaders, they all have taken the management position of their organizations in which the processes for people take place. The population has become consumers and citizens that have to arrange their own life in this complex community construct. This requires from all of us personal leadership. The wealth and well-being of each one of us stands in the center of our individual attention and has to be the main focus for all leaders in all kind of organizations that act in a worldwide context.

So first there was a religious foundation, then a legal foundation and then an economic foundation for leadership and now we are striving towards a personal individual basis for leadership and people being part of the leadership process in the communities they are part of. It is about interactive self-steering as Arnold Cornelis called it.

My conclusion: In each organized community the leadership has to be connected to all of these foundations created during the past ages. It should be connected to fundamental human values, it should have a legal base, it is creating an economic foundation and it must be carried by the personality of the individual as part of the wider community.

One can see that after the two world wars in the twentieth century we have entered into a new phase where all the traditional institutional leadership

constructs of the past are slowly losing their absolute power over people. The complexity of our societies which are creating the complexity of our personal lives, require a new vision on leadership and I characterize that as a personal dialogical horizontal leadership vision.

Emmanuel Levinas: The meeting with the other human being exist in the fact that I do not occupy him, nevertheless my far-reaching dominance and his slavery.

The philosophy of leadership

Let me draw some conclusions I have made out of this first exploration about horizontal leadership and especially about the difference between management and leadership.

Management is something different than leadership.

Management is a function and position in an organized structure connected to hierarchy and functionality taking care of the operations. Leadership is a personal attribute, active in the leadership process in the community and developed in life out of the personal practice experience and gained insights, connected to change and innovation, human and organizational development.

Leadership is a role in the community and is based on what has been developed by you yourself and has become an integrated part of your personality. Management is the function and position you occupy with rights and duties that directs your actions and sets your boundaries.

Leadership works on the basis of a personal language, management works on the basis of a functional language.

Management is for the what and where question, Leadership is for the how and why question.

The management is creating conditions for the operations, the leadership is bringing people in movement to change practices out of an understanding of the sense and the need for doing this.

The management power is based on hierarchy and functionality fulfilling the task, the leadership power is based on personality in process and dialogue.

The management works vertically, the leadership works horizontally.

In this sense it is not self-evident that being a manager is being a leader. It is not the manager who as a leader makes things happen, but it is the leadership of the people in the leadership process that makes things happen including the manager. So, leadership today is a process more than a person.

It is more the personal leadership capacity and ability of the leader than the general leadership style and its leadership recommendations that create good leadership.

The history of leadership is in all persons and can be awakened in the practice of life and in the reflections made on this practice together with others.

Hannah Arendt: What can see, wants to be seen, what can hear wants to be heard, what can touch wants to be touched. An urge to appear, to present and appear oneself as an individual.

Chapter 2: Key qualities of horizontal leadership

Aristoteles: With the optimum functioning of the human being we do not mean the functioning of the body, but of the soul and also with happiness we mean an activity of the soul. When the soul is the field of research and the virtue the essence of it, then it is a good thing to bring the two sides into the picture, that is the intellectual and the moral side.

As we have indicated in chapter 1 there is a strong need for a new leadership philosophy and practice. The way management and leadership work today in most companies has been created in the last century after the second world war. It was Peter Drucker who gave us the name “management” and he predicted that the management of companies would define the real culture we have to live in as the wider community. I have translated his message as follows:” We are living in an organized world, living an organized life”. The traditional family life as well as the traditional institutions of our community society are not fully capable anymore to carry us and direct our behavior in our own lives. As these institutions like church and politics were giving to the families the leading values and norms as they appeared to be able to keep these values and norms themselves, it became clear however, that inside these institutions they were not following these values and norms anymore. The moral leadership of these institutions was weakened and not able to fully and completely direct the behavior of the people in families like before.

I remember in my youth how different the catholic and protestant families were embedded in their own societal contexts. A catholic boy could not really marry a protestant girl, children went to their own catholic or protestant schools, clients went to shops where they knew the owner had the same background. Radio and later TV channels had a religious mark, foreigners with different beliefs stayed strangers all their life, company owners selected people having the same religious beliefs for jobs. As a catholic young man, I started to date a protestant girl and was a bit shocked going with her for the first time into a ceremony in the protestant church. The very long speech of the pastor and the powerful singing together gave me a strong feeling of indoctrination, where in the catholic church it was all more ceremonial. In a

relative short time, all this lost its meaning for many of us in the society and all the residues of that kind of differentiated society are today only memories. Societies and companies are now confronted with a multinational population coming from different traditional cultures and believes. As in the past, these cultures and believes were separated and sometimes in confrontation with each other however, today they have to cooperate and live together in organizations. In a company like “dm- drogeriemarkt” in Germany there are more than 60 nationalities working in the warehouse. In a city like Amsterdam almost all of the 220 nationalities are living together there, having created their own context but also participating in the common life of the city. An example of a successful integration is the mayor of Rotterdam, coming from Morocco and being Muslim, but fully accepted and respected in the community and society. Being part of two nationalities with two cultures and different beliefs creates for a large part of the community the issue of how to handle that in a harmonious way. It is a real challenge to the leadership in all kinds of contexts to handle these differences, to balance them and to find new ways for dealing with that new phenomena.

Another transformation is the change from a male dominated leadership to a more female dominated leadership. In many sectors of society, it has been the man who dominated the management working in a vertical way but now slowly more women enter into those positions and that gives the leadership a new chance to change its way of working to a more horizontal way. In governments around the world we see more women enter, in business life not only sons but also daughters are taking over and leading the family company. Male dominated management has been connected, in terms of leadership, too much with reaching your goals which are about profit and more profit all the time. Horizontal Leadership is more connected to female qualities like community building and sense-making and these two dimensions have been neglected or giving little attention by the dominant male management style. The pioneer in OD, Mr. Bernard Lievegoed, once said in a personal meeting that “the challenge for the future for people is how to care for your soul and how to support the other person in living their soul destiny”. It is not enough to work on structures and systems but we should make a conscious effort to connect the inner life of people with what the outside world is going through and also

the other way around, to adapt the outside world to what people are going through in their inner life. In the organized world there is up till now little attention for the inner world of people and how they can develop themselves to a more conscious soul.

This is the most relevant when it is about the leadership of the future.

Here we come to a necessary first change in understanding leadership.

Instead of having one goal, for instance profit making, and everything else is a means to this goal, we should identify different goals to be consciously reached parallel to each other.

I can identify four different goals that an organization can strive towards in a parallel way.

The first goal is to find out what the client needs and to create an optimal client value together in the process with the client. Everything we do in an organization should support this goal. The client defines the existence of a company by doing business with the company and even doing growing business with the company.

The second goal is that all the employees can develop themselves to a higher level as a professional and as a person. We are a learning community that is creating knowledge and sense all the time.

The third goal is to realize the impulse that the owners of the company have set at the start. This is the core element that keeps the company fresh and alive. Losing our common impulse can destroy the company in a short time.

The fourth goal is to create sustainable processes that flow, not create waste, enable good cooperation between the people involved.

We have seen it again and again in our practice working with companies around the world. If we have one of these goals and make the other three dimensions into a functional mean for reaching that goal, then we create an imbalance in the company and in the community and that will narrow down the performance of the company and the people in it. If we see these four as goals to be reached then we can experience that they start to strengthen each other, that one goal cannot exist without the others. This then creates a solid basis for horizontal leadership that makes it possible to handle complexities and differences in a new way.

Let's share some examples of how that can work well.

Hegel: The individual who did not put his life at risk can be recognized as a person but, he did not reach the truth of being recognized as an independent conscious human being.

Through the work the conscious comes to itself. Labor is inhibited desire, prevented disappearing, or the labor forms.

Giving it a sense through oneself instead of giving it a strange meaning as it seemed to be.

The fusion of two banks: the city bank and the regional bank in Germany

I was asked by the second in command of a big German Sparkasse to come and have a dialogue on the future of this Bank. Meeting him and the marketing director in his office he told me that the City Sparkasse Bank and the Regional Sparkasse Bank had merged two years ago. He said:” We have put all our energy into getting the systems integrated but we started to notice that there is a fundamental gap between the way the city bank and the regional bank work. The city bank works very centralized, has strong staff departments and quite a lot of bigger personal and business/company clients. The style of working is very much top-down. The few selling offices in town have a common organizational set up. The regional bank, where I come from, has many sales offices in the region and they differ in nature depending on the type of clients in that area.” He continued: “The staff is supporting the sales and we as Board of directors had strong connections to the different communities and their leaders”. In the regional Bank they worked in a more horizontal way.

With the merger they had put the seven directors together in one Board and in the Board meetings one could also notice the difference in approach and mentality. The second in command was the former chairman of the regional bank. The chairman of the city bank was now the CEO but he would be leaving in six months at which time the second in command would take over his position.

In our dialogue we explored the question of how to merge two different cultures. I suggested: “Let people from the different cultures work together on some fundamental change questions and I can explain a bit of the methodology to do this” and that is what I did in this first meeting. This fit very

well with their own vision and they asked me to come to a special Board meeting to dialogue with the seven directors on this, as for most of them, this is a rather unusual way of working. They wanted to spend a day and a half with me to discuss more in depth this new approach. They asked me to put together a proposal on how we should structure the 1.5 days and experience the approach I suggested.

We came together and the CEO welcomed us and handed the meeting over to me.

As a first step I suggested that each one of them would express what he (there was no she) would like to accomplish in the next three years. “Do not present general talk”, I suggested, “but make it personal and entrepreneurial”. They were given a short time to prepare individually and then they were ready to start. I introduced a rule of the Benedictine monks: “When we talk about the future it is the youngest monk who speaks first as God speaks through the youngest monk”. I added that it could be “that the youngest monk here had to live the longest with the consequences of what was created and decided”. The CEO was a bit surprised because usually he would start first and now he would be the last one to speak. I suggested “that the oldest monk here should speak out of the wisdom gained over many years”. The Board liked the proposal and so it was done.

The presentations brought about a very inspiring dialogue between the seven directors, exploring what the individual Board member personally intended to realize as one of the leaders of this Bank. In the end they formulated together three goals for the next three years:

- We focus all we do on serving our clients and attracting new clients
- We save at least 1 percent in costs every year (as the costs will grow by itself)
- We strengthen the community and the way we lead and cooperate in dealing with the critical issues.

Then we concentrated on how to do this.

I suggested: “Let’s identify the critical change questions the bank has to face for the coming years”. They formulated four questions:

- How can we make the process with the clients flow better and quicker?

- How can we save costs in a systematic way and improve work process flow?
- How can we strengthen the community culture?
- How can we use our own capital in a more effective and productive way?

And then we came to a critical point.

The first impulse of the seven men was to hand these issues to certain departments to come up with some proposals. I suggested: “Do not do that but look for two process-owners for each process. This would create a process for the company to explore the question, find the correct next steps, involve the right people in the process and take care that decisions are made and implemented in the operational activities”.

“Can that work”, they asked me and I said: “Yes, it can”.

I suggested: “We can use the apostle principle in a way Christ had chosen his apostles. It was not based on the function and position a person has in the society but on the personal potential Jesus observed in the person to carry this new impulse.”

For choosing the process owners I suggested: “look for persons that have shown good leadership in the past and are not the expert who has all the solutions or the functional responsible person in the company structure. They will become involved in the process anyway over time by the process owner who takes care that the right steps are found and taken. On the Board of Directors one colleague should be asked to take on the responsibility of making the decision on this change issue and this Board member would be the speaking partner for the process owners during the entire process”. That was done like I had proposed.

We had a nice ending of this meeting and the seven Board members expressed their gratitude for the way we could work together. They said: “We have come closer to each other”, and as shown later in the process, a strong commitment was born to make this work together.

Back home the Board member asked, as for each of the four processes they had chosen two process owners, if they were willing to take that responsibility and role and do this beside their operational job. The eight process owners responded positive as they found it an honor to be asked.

Board members and process owners came together and I explained to them the key principles behind this way of working. What are these main key principles?

Next to the operational structure we create a new infrastructure for development and change processes.

The processes do not go vertical but they are led in a horizontal way.

Colleagues that have a connection to the issue are asked to join and take personal responsibility to contribute by doing some research or experiment.

Decision makers and process owners would meet once a month to see the progress and help each other to find the right next step. Bottlenecks are identified and given the needed attention. Decisions are made in a timely way.

The process owners started their process by searching for colleagues that had already done some work on their issue. They dialogued with these colleagues about their ideas and the small changes they made themselves in the recent past. They started to see concrete issues that could be tackled. For instance, the process of supplying money to the selling offices seemed to be very ineffective. The process owners for work process improvement invited the people involved to analyze how much cash money was coming in and how much was going out in each of the over a hundred sales offices. In quite a lot of the offices it was quite equal and in some they noticed big differences. Instead of handing out and bringing in money twice a week in all offices they reduced the process to a once weekly visit and supplied only what was needed. This created substantial savings because the bank did not have to borrow money anymore from the central Sparkasse Bank. Another improvement was changing the process of handing out loans to clients. The process owners together with the people working with the clients discovered that 80% of the loans were more or less standard and about 20% a bit more complex. Up till now they had used only one procedure which took time. By splitting up standard from special they could serve the client much quicker as they could quickly transfer the money to the client and then finalize the administrative procedure in standard cases. For the complex loans they created a special process for each client that fit that client and the bank.

This was the start of a very interesting development in this Bank which turned out to become one of the most successful Sparkasse in Germany over a long period of time.

A third level of activities in the company was created and installed.

The first level was the day to day operational activities that were mostly rather routine and done in the existing structure. Work processes however could become too complex over time or the cooperation between employees was not working well enough. Then there was the need for a change process (level 3).

The second level of activities is the level of solving problems. This was done mostly by experts working in staff departments: however, if the expertise failed they hired experts from outside the company.

Now there was a third level of activities concerning and handling development and change processes installed. These processes were done by process owners and their people in the context of a horizontal infrastructure in which decision makers, process owners, experts, managers and professionals worked together, creating new practices that could be integrated on levels one and two. When new issues arose in the company it was becoming common practice to first see if the issue belonged to level one, two or three. That clarified who to give the responsibility to handle the issue. If the issue is a level one we leave it to the people who are functionally responsible to tackle the issue. If it is a problem to be solved we look for the right expert and expertise to do that. If it is an issue on level three we are going to define the issue more precisely and look for process owners to lead the process of change from start to finish.

An unexpected spin-off of this way of working on change issues is, that the chosen process owners, sometimes young employees, become visible as competent leaders and qualify for functions/positions higher up in the hierarchy. A young employee was very successful as process owner in the process of improving work processes and creating new opportunities for employees to learn in the work situation and he was selected by the Board of Directors as the new HR manager.

Handling change processes

To give most of the 2500 employees the opportunity to experience the third level activities, there were two processes created for this to happen. One process for the younger employees and one process for the older colleagues. Young employees got the chance to participate in a process in which they could do a change project themselves in their own work environment connected to a change question they discovered themselves. The question was mostly connected to serving the client with a specific service in a better way, improving the flow of a work process, coming to better cooperation with people from other departments. The aim was to serve their unit, the clients and themselves, creating this improvement and change and learning from the experience on how the process to make it happen, goes.

One young employee in a sales office in town decided to find a way with the team to sell a product/service in a better way as in the rankings they were the least successful in doing this of all the sales offices. He noticed that when a client enters the bank he or she at first is mostly looking down at the floor. He designed a paper in the form of a foot that read “a 100% profit for you” and it was fitted to the floor. After overcoming the resistance of the staff department doing the advertising, the foot papers were put on the floor. Clients entering saw them and asked:” What is that about”? The young employee had instructed his colleagues on how to explain. It was a new system for saving money for retirement. In three-month time this unit moved from last to first. Hundreds of young people went through this third level process successfully and most of them (85%) continued to take these kinds of steps in their own practice. What made the experience even more valuable for the participants was that in each starting session of this six months process with about 12 young employees, one of the Directors of the Board was there to listen to what these young people were going to take up. When after half a year the process was rounded off the young people presented the results and what they had learned and again the Board member was there and reflected in an inspired way and showing his enthusiasm on hearing what had happened and what the fruits of the process has been for the youngsters and for the company.

Older employees were invited to reflect in groups on how they envision their next ten or more years in this job. What would they like to develop themselves

that would make the job attractive to be in. After overcoming their fear when receiving this invitation and thinking that the management could be dissatisfied with their performance and when seeing this was a chance to create something yourself in freedom in your job, they enthusiastically participated, came up with ideas and realized these ideas in a six months period.

A very professional client advisor for loans for business companies participated in this process. During the last few years he was struggling with the new computer systems that were introduced and should be used by him. Being in the training with young colleagues he could not show that he was not fully following and understanding the new system and how to use it. In this process of exploring his future he mobilized five other older colleagues that he shared his issue with and who showed that they had the same kind of problem in their work. The five of them looked for a trainer who was willing to help them master these systems, slowly and step by step. They succeeded and this was a big relieve for him and the others and it made the specialists/trainers rethink their way of teaching new systems with younger and with older people.

These are fine examples of how a company can create opportunities for its people to show and develop their leadership. On level 1 and 2 things are more content driven and on level 3 it is more process driven; here it is the personal leadership as part of a leadership process dealing with change that makes the thing work.

By doing it in this way, the Sparkasse could work with several goals parallel to each other. If the client works flourishes, if you save unnecessary cost, if people can realize their own ideas in the work dealing with serious questions, if the processes flow and we cooperate, then we can create a consistent good performance and we can deal with the changes that are needed to make this happen. The people develop, the leadership of the people becomes stronger, the company becomes more flexible and can move along with the time spirit.

Foucault: In doing research it is not about the world but it is about testing the soul and the truth of the soul.

To observe with attention your own soul to recognize in time the Godly ingredient that enables the soul to see the truth.

The courage to speak the truth when it is about discovering the soul.

Four key qualities of leadership

In creating these kinds of processes in companies one can start to see more clearly how the leadership plays an important role in the development of the company and its community of people. We discovered four key qualities of leadership as people participating on level three in the workplace acted them out.

The first leadership quality is creating and steering good processes. To create a good change process that improves the work process is an essential leadership quality and ability. We are not only at work but we have the opportunity to improve the work process and make it flow better and in a rhythmic way.

The second leadership quality is to create good cooperation by coaching each other and learning together. It is important to develop our professional and personal abilities through developing our leadership skills. We do this together through action learning in the workplace. We reflect on how things work and where we can improve ourselves in the way we do this.

The third leadership quality is to create an inspiring vision that you can work with. You have a goal that you want to reach, you are aware of some steering principles and work values that lead you in the way you behave and act. You can express this vision and that works as an inspiration for others who want to join in this vision.

The fourth leadership quality is to confront realities that are not working well and to take measures to stop and change this reality. It requires courage of the leader to intervene and confront the people in situations where things go wrong.

We will explore these four leadership qualities in more detail later in this chapter. First, we will show another fine case of how a company through horizontal leadership develops itself and realizes its impulse in a brilliant way.

Master Eckhart: The teaching masters say that the human will is so free that nobody can restrain it, only God. But God does not restrain the will, He gives the will its freedom, in such a way, that the will does not want anything other than what God wants and what freedom is in itself.

Growth and development of a bio supermarket chain in Italy

I was called by Marco Arduini, a client that we worked with in the Milan area at that time. He asked if we could meet with Fabio Brescacin, the co-founder of Ecor, which was located in a small village called Zoppe close to Venice.

“Sure” I said, “what is the plan?” He said “I think they need some help as the company is not performing well, losing money and not making progress”. A few weeks later I met Fabio. He told me the story of the company. The company is a merger between 4 small initiatives in the bio business, running shops for biological and bio-dynamic products. The 4 pioneers are in the supervisory Board and Fabio is running the company. He is doing this together with Claudio for logistics and Aldo for Finances. The new company Ecor is still very much trying to find its way in its work processes and is run by the three with a lot of passion. “I think we need a bit of consistency here” I said “and I suggest that we create a process in which we find a better balance between sales and costs and we rearrange the organization and give it some structure”.

During a meeting with the three of them we agreed on this process. In the first year some of the pioneers on the Supervisory Board left the process and the company, some of the co-workers became team leaders, with a clear role and responsibility. Fabio, Claudio and Aldo formed the director team and I worked from then on with the director team, the team leaders and some of the smaller departments that needed a helping hand in changing themselves to obtain a better position in the company.

Fabio, as a very visionary man with a very unorthodox style of leadership was the engine of the company, Claudio took care of the logistics and Aldo started to control the finances and he could act as a counter balance to the other two spending the money without strict control.

To my surprise the company leaders and the work force were able to make changes in a fast tempo and after only one year the company made a one-million-euro profit. There was a high commitment by the people and they had

the skills to make things happen as they cultivated an entrepreneurial style. It looked at first like a chaotic way of working, but looking through it in more depth one could see that there was a very clear and consistent philosophy at work in this community. We have to serve the interest of our clients, our employees, of the owners of which an anthroposophical Foundation had the majority of the shares, of the suppliers, of the farmers.

The common dream was to create a chain from farmer to consumer for biological and biodynamic products in which each partner could own a fair share of the whole.

The following years the company was growing very fast, opening shops and integrating shops of private owners who stopped. The driving leaders and the staff owned a modest salary and the profit was partly reinvested in the company to handle the growth and a part went to the foundation and owners. The Foundation financed new initiatives with this money like financing the building of a beautiful Waldorf school in Zoppe.

After years of growth of more than 20%, the Ecor company merged with Naturasi, which owned 50 big eco shops in Italy. One of the owners of Naturasi was not really in favor of the unorthodox philosophy and practice of Ecor leadership and the other owners decided to buy him out. The director of Naturasi joined the others on the Board of Directors and took responsibility for sales and marketing.

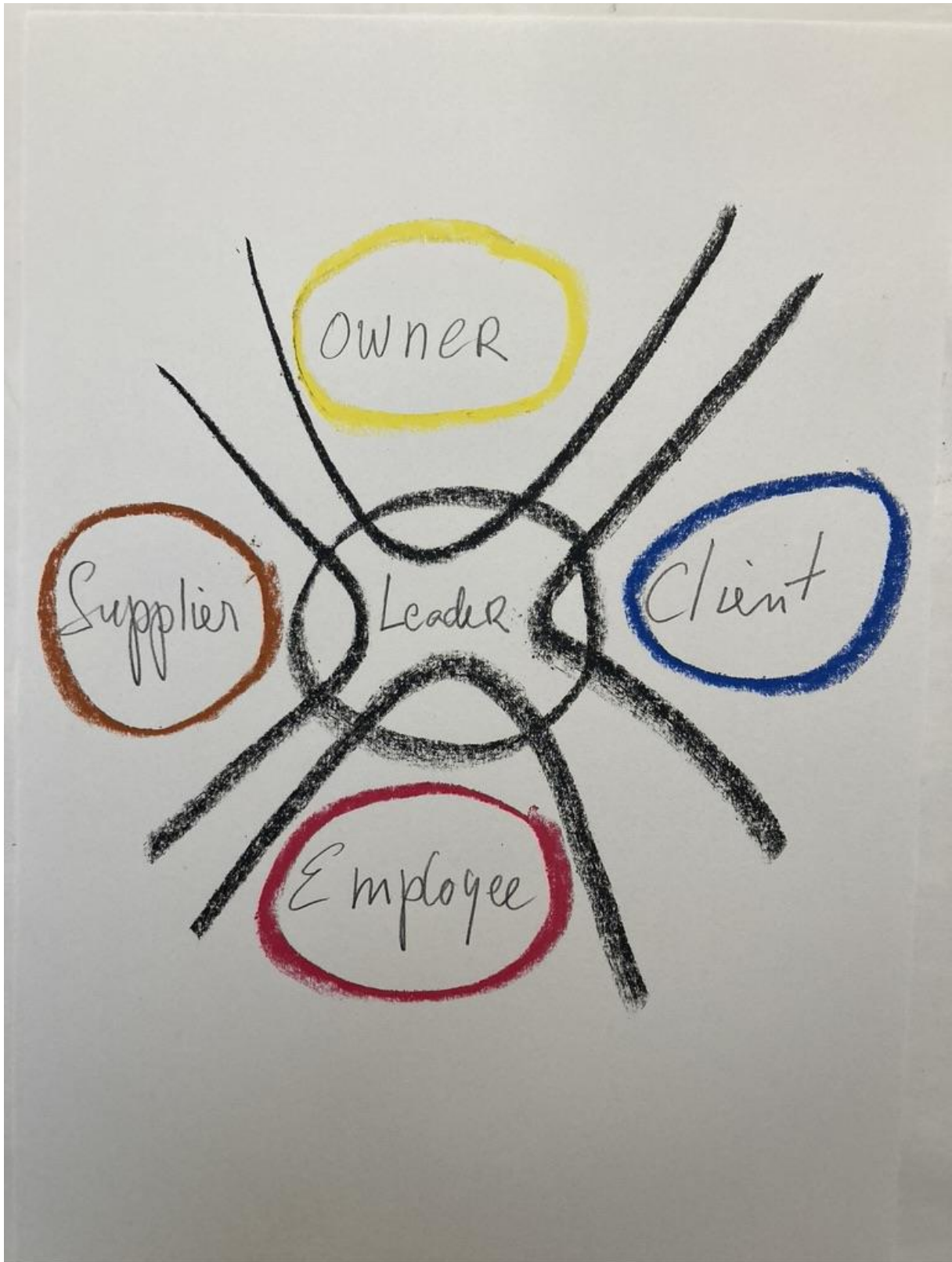
It was very revealing to observe how the former director of Naturasi, who came from a very vertical and capital driven way of working as pressed by the owners whose main interest was making profit, integrated into the horizontal style of leadership of the other three directors. He was at first very irritated by the slow process of decision making, the longlasting dialogues till a decision was made but over time he saw the value of this slow movement in the leadership. When the decision was made, the realizing of the decision was done in a quick and adequate style, while all the people involved had understood what it is about and what the sense of the decision is. Each one could act out of an insight in the whole. In his former experience it happened the other way around. Quick decisions and very slow or no action.

The steady growth continued and a new logistics center was built in Bologna, a new farm was bought and then another and another. A process was started

to support bio farmers in Italy who delivered and supplied Ecor-Naturasi. 150 Farms and farming families joined the community and received service and training and better prices that supported their continuation in and contribution to the whole chain.

Throughout those years I supported the director team, the directors of the units and the team leaders in their leadership. Through training and coaching and intense development meetings I helped the leaders to clarify their own will and make that will more transparent for communicating and sharing this with the community and get their contributions and start the action.

When I follow the process of development and what the leadership meant for this process, I would call the style of leadership Circular leadership. Time and again the community go through the same kind of circle to come to good decisions and to come to good actions. In the community there are different people in different roles that dialogue with each other on the issues and questions they face. In these dialogues it is always the art to create the right balance between client interest, owner interest, employee interest, supplier interest. That only happens when people can join the horizontal leadership dialogue and contribute.



It needs a continuous dialogue of the leaders with representatives of these four fields of interest. As soon as you are not in touch with one of those four, then

things get unbalanced and you do not find the right decision to take. In this process the judgement building is key. As human beings we have become able to create our ideas and our actions in individual freedom (Hannah Arendt) and now it is of the utmost importance that the community of people together can come to good judgements in a free process of exploring.

My late colleague Lex Bos wrote his doctoral thesis on this issue. He described the process of judgement building in teams. On the one hand we explore the past on two levels: what happened and what was the driving steering principle that directed us. On the other hand, we explore the future on two levels sharing what choices we have and what effects we expect from the different alternatives. We move all the time as leaders together between these two sides of the judgement building that Lex called the knowledge path and the choosing path.

The philosopher Hannah Arendt described in her last book titled “about the life of the spirit” how humanity first achieved freedom in thinking and then later freedom in willing and that now it is time to achieve freedom in judgement building, something that can arise between us who are part of the process.

In this sense it is the horizontal leadership which arranges this judgement building all the time and involve in that process all the people that play a role in dealing with the issue. They do it in a circular way until it becomes clear what direction to take and what kind of decision to make.

Hannah Arendt: The life in the community with others has created its own language, she leads into the forming of “a second I that covers the first I”. The task of the philosopher is to lead this social I back to “the concrete and lively I”, because this force is a spontaneity of which we ‘all have the direct feeling’ on the basis of numerous self-observations.

Another fine example of horizontal leadership and how this brings the company further in its development we find in Siberia, Russia.

Organizational development in Siberia Russia

In Bisk, in the Altai in Siberia we find a company called Anix. Yuri Nikitin is the founder, owner and entrepreneur. After the political change in Russia he and his father and uncle took a chance and created a company which became a big supermarket chain. Under the communist system people had to stand in long lines to get their groceries and had no choice but to take what was there. They decided to give the people a choice and brought the goods to them at their homes. That started to work and soon small shops arose around the homes of people in Bisk and Barnaul. Today there are 150 shops and another 150 shops with private owners aligned with Anix. Yuri was and is not only a creative entrepreneur, he was and is also a philosopher who has a great interest in new ideas on how to create and run a company.

My German born colleague Joachim, who lives and works in Russia, met Yuri and they started a process of organizational development in the Anix company. The key goal was to create a fresh and new company culture and leave the traditional communist practices behind. The people working in the company were used to doing their job without really reflecting on the way they worked. Starting a process of observing and dialoguing between managers and employees on this way of working, it opened up a whole new horizon for Yuri. This in contrast with his father who preferred to stay with the communist practices. Over the last 12 years and still to this day there is a continuous process of organizational development and I am involved in it by visiting the company every year for a week. The key element in this development process is the awakening of people as leaders, to take responsibility as a leader and co-create the company together with others.

Arriving at Bisk and staying in the house of Yuri together with my Russian colleague (first Joachim and later Tatiana) we have an intense and productive face to face dialogue on the questions Yuri brings forward. The first and maybe most important question at the start was: “What would bring the people in the company in the leadership position so that they would start to improve their work out of their own initiative and together with each other”.

Till then everybody was waiting for a push from the director to react upon and Yuri thought this would not be enough for the future of the company. With the managers as leaders, we had learning sessions in which we explored together the steering questions and out of that initiatives were taken. The next years we

worked on team building, on improving work processes using the lean idea, on financial transparency, on the cooperation between the office people and the shops and on costs savings. Every time we went through the same process: Clarifying the issues and questions, mobilizing the people that had to deal with the question, exploring promising ideas and solutions, experimenting with these ideas, anchoring the results in the operational practice. For Yuri it was and is a very intense personal learning and developing process that continues and every time he finds a new impulse to work on.

All these years I have enjoyed the leadership dialogue we have with Yuri. He is a very good listener, asking penetrating questions and sharing his reflections in the dialogue in a discovery way. As soon as he sees something valuable that could fit and strengthen the process, he is willing to integrate it in the development process of the company. Over time it has attracted other companies to come and have a look at how Anix is finding the way forward and out of this came a network of companies who wanted to build up the same kind of process of horizontal leadership and company development.

Let me share some effects of this organizational development process in Anix. First of all, there is the continuous need to clarify the impulse and mission of the company and find new ways to realize this impulse and mission. The company will serve the people in the homes with good food. As a focal point for the client it turned out that the fresh bread is the main attraction. It was decided that the shop should have its own bread baking oven and bakers so that there are always different kinds of fresh bread available for the clients. Connected with the bread are many different articles people buy like meat, cheese, jam etc.

We found out that there is a direct relation between the care and attention of the people at work in the shop for certain products and the willingness of the client to buy. In one of the shops a young lady had specialized herself in dealing with all the milk and cheese products and giving the clients advice on what to buy and why, when they had questions. This stimulated the client and the employee to build up a relationship and regularly try out something new. In a short period of time, it showed that this shop had reached the highest turnover in these kinds of products as a result of a motivated employee and a strong

client – supplier relationship. This young lady was able to turn consumers into clients.

Another effect of the organizational development was that people became much more aware of how much money is flowing in and out and how we can influence a positive balance. Each shop had its own financial records and could get the numbers for those things they wanted to analyze themselves. In addition, departments got their financial numbers and it made the employees much more aware of what they were doing. They could quickly change their practice if the numbers showed that it did not make sense to keep on doing it in this same way.

The cooperation between central staff and the shop people changed completely. In the past the central staff, who were removed from the clients, directed the shop people what to do. This brought continuous failures. The staff changed its behavior by going out to the shops with their ideas or listening to the ideas for improvement of the people in the shops. Then the promising ideas were tried out in some of the shops where the employees were eager to do this. If it worked well other shops could copy this idea. There were transfer meetings organized where people from the shops and central staff share their ideas and experiences and inspired others to take a step and try out valuable changes.

Work processes were observed on the flow, the waste, the cooperation amongst the people, the decision making and this was done together with the people that act in this work process. The process with the suppliers for instance was monitored and they found quite a few bottlenecks and inefficiencies in this process. Delivering on time the right amount for the right price helped the shops have the right products available for the clients.

Yuri created his own team of directors and together they were in a continuous process of monitoring the company's performance, the community's happiness, the client awareness, the financial figures. In direct dialogues with employees on the different levels they could see the practice in action and discover the new chances for improvement and change. It was clear to them that they could direct others by paying the right amount of attention to the right issues, to the right people and keep on doing that continuously.

Underlying all these efforts to improve, change, experience satisfaction and fulfillment, is the change in how the leadership was acting. In a few years, the leadership went through a process of change that is a bit like how the leadership in the community was developing over centuries as we have imagined that it was happening. It started with the one leader who had all in his own hand. Each one was looking at “the boss” and waiting for his comments and initiatives. As a next step there were more people identified in the company that acted as leaders in their departments or teams. Also, in departments where there was weak leadership, changes were made to put the right person in the right position. As a next step leadership teams were formed, where colleagues worked together on the improvement of the cooperation between departments. Then in the different units the employees were stimulated to start to show their own leadership in their own processes. There were more horizontal leadership dialogues taking place between employees of different levels and these dialogues took place in reflective spaces where they could meet as persons and not just as functionaries.

In this and other examples in this book one can see that the human creation as it manifests itself in organizations needs permanent care, needs permanent reinventing, needs asking the question of what is next, needs good leadership and building a strong community of people being willing and able to do that. It is about the soul of an organization.

John O’Donohue: If we do not get familiar with the soul then we will stay strangers in our own life.

Key qualities of leadership

As we have explored before there is a difference between management and leadership. Management works vertical and is there to create the operational conditions for others to perform in. Leadership works horizontal and deals with slow questions, questions of change and innovation.

There are many management concepts and theories and I noticed during the preparation of my doctoral thesis that management literature basically directs its efforts to showing ways to become successful. Of course, there are exceptions like Peter Drucker, Bernard Lievegoed, Henry Mintzberg, Peter

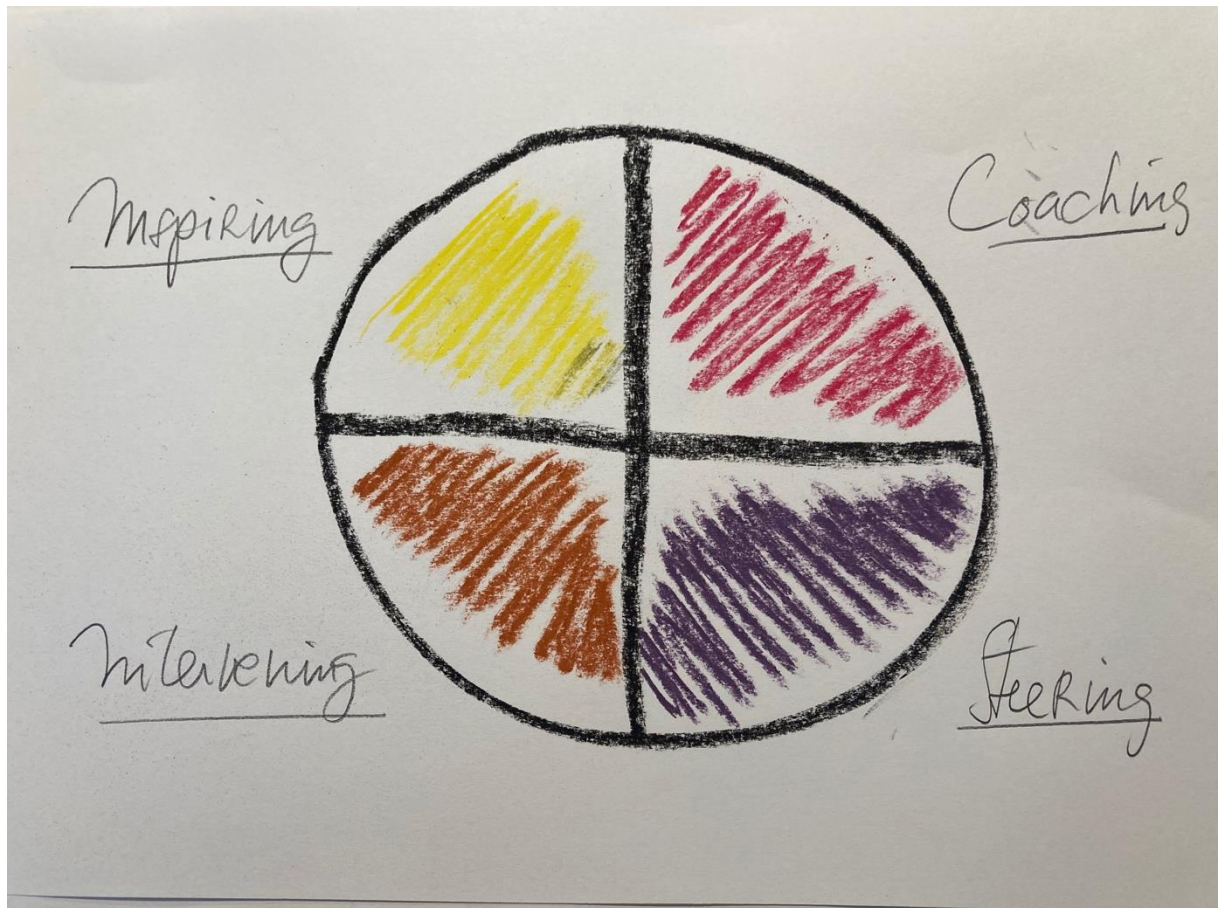
Senge, who have a broader view on management and organizations. There are also a lot of publications on leadership in the form of stories of impressive leaders, leader biographies, and leadership insights that practitioners and theoretical people have come up with. Mostly these leadership biographies are about people that could make a difference in their role in society, like religious leaders, political leaders, business leaders, cultural leaders.

There is however, very little literature about leadership as a process in which development, change and innovation is created, but that is the sphere that we want to approach in this book by describing the coming into existence of horizontal leadership.

Management is very much connected with creating organizational conditions like structures and systems and functional realities in which the business can unfold itself, while leadership is very much connected to change processes, community building and sense-making through which the new can come in.

During the last thirty years I have been doing research on leadership and I found that the leadership of people is very much based on what this person has internalized during his/her life and is working out of. These are certain values, steering principles, leading convictions, well thought through practice experiences, dialogical insights received from meeting others and this has become a kind of leadership repertoire for the individual person. However, seeing leaders in action I have noticed a few common characteristics in the way they direct their attention to the realities they meet. This not only goes for company leaders but it is relevant for all the persons who find themselves at some moment “in the lead”.

I like to explore in a bit more detail these 4 leadership qualities that I, as I mentioned before, have called key horizontal leadership qualities: steering the process, coaching the learning, inspiring with a vision and intervening through confrontation.



Steering the process

It is a horizontal leadership art to design good work processes and to steer the process in such a way that the process flows and serves the client of the process in the right way. I have noticed that a good process has these two characteristics: it serves the client in the best way and the process flows so that the people in the process experience movement. To make that happen, a work process needs rhythm and this rhythm is created by the way the people cooperate in the process and by the way the decisions are made at the right moment in the process. So, each process, like Bernard Lievegoed indicated in his doctoral thesis, has a beat, a rhythm and a melody.

The beat is the steps we take, the rhythm is the way we cooperate and dialogue and the melody is the issue or the theme we are concentrating on.

In nature we find beautiful processes that have these elements incorporated in the process. The seasons for instance, summer, autumn, winter, spring have their own gesture and we experience the fine transition during the year. With each season we can do certain things that we enjoy doing. In early spring we start to take care of the garden, in late spring, summer and autumn we harvest, in winter we let the garden recover. Summer is connected to vacations and going away to explore and winter is connected to staying home and reflecting. The sense of the natural process is a consistent part of the process. This can be very different for the processes we create.

I have indicated before that in work life we have three types of processes. I called them the maintenance process, the problem-solving process and the change process. Each of these processes has a specific dynamic. In the maintenance process there is much routine and repetition. In the problem-solving process there is the need to apply the right knowledge and expertise. In the change process we are in an initiative process exploring new opportunities and possibilities. This starts with identifying the question or issue we are dealing with and what this issue or question needs as a kind of process.

These three process-dimensions we can see in all work processes we have created. Basically, we work in the maintenance mode, which means that we take care in a certain way of that what we have created and done before and that worked. It happens that things do not work so well anymore and then problems arise. We have to stop for a moment and see what is going on: “What is the problem”? Trying to solve the problem in a certain way can however fail, even several attempts to solve it in different ways. Then we meet the need for change, that is that we are ourselves part of the problem and we have to start to change our own views, our own practices, our own orientations. The inner world of the people involved, the transition that is needed there, becomes part of the process. It is the leadership process that helps us to move from the one type of process into the other type of process. For instance: you drive your car every morning to the office and every evening back home. That is a kind of routine process. One morning the car does not start and you have to call the garage to come and help. The battery has failed and must be replaced, the problem must be solved. You start to notice that your car is coming to an end and then you have to consider how to continue. Shall I buy a new car and what kind of car or use public transportation, how to finance the buying of the car. You have to

create a special process for finding out what is the next step in moving from home to work and back. It needs leadership to shift from the one process level to the other process level and it needs more leadership the more you enter into the unknown, not predefined reality. On a company level one can see the same dynamic. We have certain routines in the way we do the management meeting for instance. We start however to notice that the meetings are not very effective. We invite an expert in management team cooperation to help us to improve. Observations and suggestions are made by the expert. Still there is no optimum result and the leader of the meeting asks himself: Why are we not really able to create a good, inspiring, effective management team meeting? Going deeper into this issue he noticed that the team constellation lacks chemistry, the different responsibilities of the members of the management team are not clear and well defined, there is no real process going on in between the meetings. These are issues for which there are no easy solutions and the leader decides to create an OD process with the management team members and their departments to come to a different set up of the departments and their tasks and roles and also to find a different constellation of people (some old, some new) in the team that could create a better chemistry in the team and create more common ground to work on. This change process includes the way the leader has been acting and what should be the change in his behavior that supports the change of the whole of the management team.

A specific important leadership process in companies that makes the other processes work well is the process of judgement building and decision making. Are we making decisions for the company that make a difference, that help us to move on or do we let things slip and we do not move forward but experience repetition of failure? Work processes can stagnate because there is no clear judgement building and decision making. This is connected to a lack of clarity on who is responsible for what. That obstructs good communication between the people involved in the work process. A key element in this is the feed-back the people can give to the leader(s) on what works well and what not. Is the leadership open to this feedback, are they willing to regularly ask for this feedback? It is clear that the behavior of the people in the process is mainly defined by the way the process goes and flows and on what steering principle the process is designed. There can be competing steering principles working in the process. For instance, the principle of client service can be in conflict with

the principle control on the financial flow of the money involved. On the one hand we want to serve the client, on the other hand we want to save costs. It is therefore important that the leadership support the people in the work process to take a firm standpoint in critical issues and that the leadership takes this seriously and is willing to introduce changes on the basis of ideas by the people themselves. To make that happen the leadership creates the optimum conditions for the people to work in. At certain times the leadership creates a reflective space in time to observe the work process together with the people involved in the process. This reflective process makes it possible to see the bottlenecks in the process, not fully meeting the client needs, the lack in cooperation, the lack of judgement building and decision making and discover that the steering principle that is active in the process should be changed to a more adequate steering principle. To make this happen, the leadership creates development and change processes that make things work again in an adequate way.

Leadership for all of us means that we are not only doing the job as best as we can but that we also change the process when things are not working well anymore. We find the hot spots and we generate the right ideas for improvement.



Coaching the learning

Parallel to improving work processes and the steering of work processes is the stimulating of the permanent learning of the people involved in the work processes. To stimulate learning requires a gentle and delicate dialogue from the leadership with the people that are in the learning process. Learning touches on the skills, knowledge and attitude of the people involved. It touches the head, the heart and the will/hands of the people. Basically, people learn when they decide themselves to do so. It requires opening the soul and let the new come in but also to receive confirmation that you are on a good path in developing

yourself as a person and as a professional. The fundamental learning process is still going through the three phases of developing yourself as a professional says the late philosopher George Steiner. The first stage is being a pupil being educated by the master. The second stage is that you have become a professional yourself who is able to create and perform in the job you have. The third phase is becoming a master where you have grown beyond the stuff and are able to teach others. George Steiner describes in an inspiring way how masters and pupils can work and learn together and from each other, but also, he describes the disasters when the master blocks the pupils and they have to struggle to grow beyond the master, or the pupils obstruct the master and are not willing to learn anymore. So, in the learning together the key element is to learn the leadership as a foundation for developing mastership.

The most effective way of learning in the workplace is action learning in which the two ways of learning come together. On the one hand we learn by being instructed by the master, understanding this and applying it and on the other hand we learn through experimenting ourselves, exploring and reflecting on the working, coming to certain insights in dialogue with the master.

In my own life I have learned the most from my colleagues. Going together to clients and finding new ways together with the client to deal with change issues goes together with exploring with colleagues the underlying methodology and becoming familiar with the archetypes that form the foundation for the work we do. One develops oneself from being a consultant into being a leader.

A fundamental leadership quality in coaching is Listening as an art that you really master. The person that the leader coaches can express in an honest way the learning question when the leader is really listening. This listening can be done on three levels parallel to each other. You listen to the content, you listen to the way the other person is connected and committed and you listen to the will direction of the other person. Especially listening on the feeling and willing level, listening with your heart and belly, can help the other person, through your reflections as a leader after listening, to find the next learning step. It is not adequate in this process of coaching to steer the other person, it is the finest art of coaching to support the other person to start to steer themselves. The leader stimulates the others to take a learning step.

The leader is searching all the time for the next development step of the unit, the team, the company. An important part of this searching is the coaching of the people that you as a leader have to work with and concentrating on the learning steps, the personal development of the people you lead and especially focus on the leadership competence of the other person to start to be able to develop him/herself by changing him/herself in dialogue with others.

In the first two horizontal leadership qualities, steering and coaching, the basic dynamic in the dialogue leader - employee is that the leader is not directing and telling the other person what to do, but that the leader supports the other person to start to direct in a good way the work process and the personal development him/herself. This support starts with clarifying with the other person: "What is the real question"? To explore this question in a good dialogue helps the person to discover the next step to take. The leader is aware not to put the monkey on his back but leave the monkey with the other.

The next two horizontal leadership qualities, 'inspiring with a vision' and 'intervening through confrontation', are done in such a way that the leader is in the lead and the other person has to deal with what the leader brings in the situation in the dialogue.



Inspiring with a vision

People want to know: 'Where are we going'? and the leader has to respond to that question. To do so, the leader works with a vision and a mission that represent certain values and norms and goals. We can then direct our energy towards the essential elements of the work when we share a vision. How can the leader inspire others with a vision so that they would like to be part of this vision and can connect their own vision with this?

It is fundamental for gaining strength that the vision corresponds with and is made concrete by the mission and goals we set ourselves, the strategy we follow together, the plans we make, the decisions we take. These fundamental

elements in the leadership should be clear and transparent so that we can internalize them and start to work out of them. To be able to do that you must be able to make images of the future and being fully committed to realize them together with your people.

The vision must show a connection to the realities the company meets in the practice. What are the issues, what are the challenges, what are the opportunities, what do we need to change, what kind of innovations do we want to create? Also, what is the feedback from our clients, owners, suppliers? Also, how are the people in the company connected to the identity of the company, the impulse of the company, the biographical status of the company? The leader can be the person that can inspire others to strive towards a challenging goal. This goal can be found in dialogue with the people in the company, unit, team. This requires an attitude that shows: “I love to dialogue with others about leading ideas that are important for our unit”.

A vision is not only pragmatic but it also represents an ideal that I carry as a leader. Am I able to ‘dream’ about a future and am I able to stimulate others to dream about the future. Can we do this together? An ideal is a force that helps us to continue also in times when things are difficult and we struggle as a company. An ideal represent an image in which the fundamental elements come together in a good balance. For instance, having satisfied clients and making a good profit. Having motivated workers that act in flowing processes. Being able to produce more with less effort. Can we start the new and stop what is not working well?

Working with a company that produces natural medicine and other healing substances that are going around the world, the managers of the department for planning, logistics, warehouse, finances, purchasing and some other units invited me to help the team of unit leaders and him to formulate their vision and mission. He found that important as the other departments like marketing/sales, production and also development had a strong identity of themselves but his department did not have a real common focus. In the process we did we looked at how do the others see us and what is our core process or common ground as a department? It became clear that this department creates the infrastructure for the others to perform in. The leader of the magazines formulated: “We are the mother heart, we serve the others and the others can blame us when things

go wrong and we accept that this is part of our destiny in this company". Suddenly the complaints others have about us were put in a different light and it became clear that this department had a crucial role in making the other departments perform better.

This brings us in a minute to the fourth horizontal leadership quality; confronting and intervening.

For quite a lot of the people I worked with, they expressed that the word vision sounds grandiose and overwhelming. It is something that fits with people like Ghandi or Martin Luther King. They do not trust themselves to really express a vision and certainly they are insecure as to whether they are inspiring to others. In helping them to overcome this threshold, I do a little exercise with them. I ask them to prepare a 5-minute story on their own leadership and then present it to me. They do so and then I listen to them with the focus: do I understand, are they committed, is there a will striving. If the presentation is very abstract I ask them to tell me the story again but now with a practical tone. If they start the presentation but do not find a good ending I ask them to start with the conclusion. I remember that I prepared the new-year-speech of the director of a big oil company in the Netherlands. Over the past few years, he was not satisfied with the response of the people to his vision speeches and he wanted to find another way of expressing the vision. First, he did it in the usual way, explaining a lot of stuff in a quick tempo. Then I asked him to tell the same story to his fifteen-year-old son and do it slow. It was amazing how he suddenly appeared fully different and was able to touch me in the way he presented. "I cannot do this with the bigger public" he said. "Give it a try", I recommended. After telling the story to the public in a much more personal way as a leader, he was pleasantly surprised how many of the workers wanted to talk to him and tell him they were touched and happy to see where he wants to go with the company.



Intervening through confrontation

We have noticed over time with leaders in different companies in different countries around the world that they find making a real intervention the most difficult to do well. This is mainly the effect of an inner worry to do injustice to another person by stopping this person in what he/she is doing. It requires courage to stop the process when things do not work. There is always the tendency to give it another try, hope for the best, we do not want any trouble or conflict. But actually, doing an intervention that is confronting a reality that is not working well can be a very social act. I have been in situations where a team had to suffer under an incompetent leader for years and nobody had the guts to do an intervention. The bookkeeper who has difficulty in coming up with the right figures time and again and we got used to living with that and not confront this bookkeeper. The teacher in the classroom where the pupils obstruct and the parents are dissatisfied and where the director of the school fears to make an intervention as there are no other teachers to replace this person.

It is an art of leadership to be ahead of the problem, confront the problem in a timely way and to not wait to act until the problem has become too overwhelming. It is a good leadership practice to show the people the parameters that cannot be passed so that they have a clear context in which they work. And then it is an art not to be afraid to confront others with these boundaries. It is an art to not be afraid to stop projects that do not get results.

What leaders can do is to look for fruitful confrontations with others who do not meet the requirements and are mostly struggling to do so. People can be under tremendous pressure because they cannot meet the set standards. They underperform and tend to hide this and others who want to show loyalty to this person and help to cover it up. Confronting people in the situation requires clear observations by the leader. These observations can be done when the leader is in touch with how the processes go and how the people act in the process. Very often a good confrontation can have a healing effect because the issue is on the table and one can start to deal with the issue. Instead of denying, the other person can start to accept that something has to change and that he/she has to

make a move. Giving support to find the next move and change the situation is the follow up move of the leader. But before that can happen, it needs dialogues with the other person(s) to really find acceptance that something is not working and that it has to change by letting it go. Very often after a while and when the person has found a new place, task, challenge, this person is grateful that, although there was suffering, it liberated the person from a situation that put unhealthy pressure on their shoulders.

An important element in confronting and making interventions by the leader is, that the leader is aware that he/she is part of the issue and the situation. Did you let it go too long, are you afraid to confront and experience emotions from the others, are you not happy yourself with the position you are in, things like this can weaken the will and the courage to intervene. I remember the leader of a team that had to confront a member of the team who was not performing well and creating anxiety between team members. The team leader and this employee had been in the same education program when they were much younger and were friends at that time. As they had progressed in very different directions there was a split and a lack of trust between them. The team leader was wise and asked support of a colleague to evaluate the situation before he took action. That helped. The first dialogues between the team leader and the employee were emotional and it was not easy for the team leader to maintain his point of view that the colleague had to leave the team or that the role and position within the team should be changed radically. To the surprise of the team leader it became clear that for this colleague being in the team with his former friend as team leader created problems and he would prefer to move to another team. That happened and after some time it worked out fine.

In general, these four horizontal leadership qualities are related to each other. They are four different ways of how the leader and the other person(s) can dialogue with each other in such a way that the company and the people themselves stay in development, realize needed changes and act in a conscious way when taking the next steps.

In the end, these four qualities can appear in the behavior of the leader and can be developed and applied by the leader in the sense of too much or too little. Some leaders coach all the time but are afraid to make an intervention when needed. Some leaders are steering all the time but do not stimulate the other

person to learn and develop themselves. Some leaders do not share their vision at regular times so that the others feel insecure in the direction they are going.

The great thing in the practice is that each person as a leader gives a very personal expression of these four leadership qualities. One cannot be a clone of someone else but one can appear as a unique person in these leadership dialogues and one can trust that it is the personal “I” that can lead the dialogue process with someone else. When the “I” appears in the soul in the meeting with the other person and the other person appears as an “I”, then we can really meet and take a step together.

The leadership process

When you meet with others

And you are the leader:

Connect to who is there,

Observe what is there.

Start with the issue that you are there for:

Physical – Concrete – To the point.

Come into dialogue

And let this dialogue

Unfold itself

Between those who are there.

The theme come to life:

Soul – Experience – Appearance

Close by appealing

To the “I” of

the other.

What is your next step?

Spirit – Decision – the Deed.

Horizontal leadership self-testing instrument

During the last 20 years I and also my colleagues have been experimenting with these four key qualities of horizontal leadership in the company context in different countries. I have developed a self- testing instrument that leaders can use to evaluate how these four qualities appear in the reality and are experienced by colleagues, employees and bosses.

How does that work?

I developed a 16-point questionnaire in which for each quality there are 4 questions asked and the respondent can score between “fully” and “not at all”.

In a 360-degree evaluation this questionnaire is filled in by the leader, the boss, 2 colleagues of the same hierarchical level and 4 employees of the team or unit. In total there are then 8 questionnaires completed and the leader can then analyze the scores and note the differences in scoring between the respondents. It is possible that the leader, his boss and colleagues see this leader as a good coach but the employees’ score is much lower as they see that this leader is not really coaching but is more directing. The leader can see ‘making interventions’ as something he is not really doing but the employees would say: “he is intervening all the time”.

The leader can organize a meeting with the 7 invited persons and dialogue on the differences in score. What are concrete examples and situations in the practice that show these differences in appreciation and why are there differences in score. In this dialogue the leader receives impulses to develop these qualities further. Some need more attention, some could be a bit less dominant.

Let’s look at this questionnaire instrument.

We have one questionnaire for the leader to be used and one questionnaire for the others to be used. They contain the same questions. Together with the questionnaires there is an instruction on how to calculate the results and how to use the results in the dialogue with the other people who filled in the questionnaire.

The aim of using this instrument is that the leader can evaluate his/her horizontal leadership behavior and skill on the other persons who he/she works with the

most. It requires a bit of courage to do so but I have noticed over the years that leaders, together with the key people they have to deal with, benefit greatly from this evaluation/investigation. It is not a matter of good or bad but it is about the extent in which these qualities are working in practice and if there is a healthy balance between the four qualities in the way they lead to good leadership that is appreciated by the other persons.

Horizontal Leadership Questionnaire for the Leader

1 = not at all 2 3 4 5= fully

For each question give the number that is relevant

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

Evaluation:

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

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

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

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

Leadership Questionnaire for Co-workers

Colleagues and Bosses and Employees

1 = not at all 2 3 4 5 = fully

For each question give the number that is relevant

1. He/she makes choices for his/her organization that make a difference.
2. He/she learns from his/her colleagues.
3. He/she can create images of the future and pursues them together with his/her people.
4. He/she stops the process directly when things do not work.
5. He/she supports the people by taking a clear standpoint on critical issues.
6. Listening is an art that he/she really mastered.
7. He/she can inspire others to strive for an ambitious goal.
8. He/she is not afraid to confront.
9. He/she creates the optimum conditions for the workers to work in.
10. He/she searches all the time for the next developmental step for his/her unit.
11. He/she likes to dialogue with others about ideas that are important for his/her unit
12. He/she likes to show the limits that cannot be passed.
13. He/she creates processes so that things work.

14. He/she stimulates others to take a learning step.
15. He/she is able to stimulate others to dream about the future.
16. He/she is not afraid to stop projects.

Evaluation:

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

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

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

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

360 degrees Research key qualities horizontal leadership.

You answer, as a leader, the 16 questions yourself. You circle respectively 1, 2, 3, 4, 5. You give 4 co-workers of your team, 2 colleagues and your boss the questionnaire and they score. You receive the scores of the others.

Questions: 1– 5 – 9 – 13 deal with steering processes.

Questions: 2 --6 –10—14 deal with coaching the learning of others.

Questions: 3 –7-- 11 – 15 deal with inspiring with a vision.

Questions: 4 – 8 –12 –16 deal with intervening and confronting.

You analyze the scores of the others and also compare them to your own score. Where there is a difference greater than 1 point between scores it is valuable to see what caused the difference. You organize a meeting with the 7 other persons to dialogue on the differences. This gives you focal points for your horizontal leadership.

Warning

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

In most companies that have used this instrument one can see in general that the leader, his/her two colleagues and the boss score rather equal but that the employees in the team or unit score different. The leader, boss and colleagues have a more optimistic view on the performance of the leader than the employees. There seems to be a general difference in experience and appreciation between leaders and employees concerning the leader's leadership. Very seldom but sometimes it is the other way around in that the leaders are very critical about themselves and the employees show much more appreciation about the way the leadership works.

Let's have a look at a company where that is the case.

Rudolf Steiner: The human being is free only in so far as he is able, at any moment in his life, to follow himself.

Living in love for the deed and let live in understanding the will of the other person, that is the leading motive for free people.

The family company Terra Viva in three generations in Brazil

In the 1950's a Dutch family with 11 children went to Brazil to start an agricultural company. That is what they had been doing in the Netherlands but the father of the family was attracted by the invitation to Dutch families to go to Brazil and start their company there. Together with the three eldest boys of the family the father started to grow products on the fields that had been given to them by the local authorities. It was manual labor in the beginning so they had to work day and night to make the farm work but they managed and the company was growing. They started to produce potatoes and oranges, flowers and plants, then bulbs and trees. The company now has 1500 employees and a number of territories on different locations in Brazil. They were not the only Dutch family who moved to Brazil in those days. With other families they created the village Holambra not so far from Campinas in the area of Sao Paulo.

This family succeeded in staying together although there have been conflicts between family members. In the family there were two factions and they called themselves and each other the capitalists and the socialists. They had two strong impulses in the family: to create a company that is successful, growing and profitable on the one hand and to create a company that is an attractive community for all the people that are part of it and that has a positive image and that works in the wider society. Up till today there is this tension as the family members live fully or partly from the profits and well-being of the company but also, they want to be seen as a supportive force in the wider society and taking care of the well-being of the people in the area.

The family managed to balance these forces by introducing a strong developmental culture in the company. The family leaders cooperated in a

good way with the local Brazilian leaders in the company. Together they created a continuous developmental process over the years.

Colleagues of mine supported this process over the years and for a period of 12 years I have been doing this together with my Brazilian colleague Hermanus.

I was introduced to the company leader by my Brazilian colleagues Jos and Hermanus. The company leader called Kees, the eldest son of the family, was part of the capitalist faction and was a bit skeptical about consultants like me who help organizations in their OD processes. After sharing a bit of my experience with other companies and how I work with them, he became less skeptical and accepted that we could create some kind of developmental process that could support the company in these two aspects: growing, being profitable and creating community development and leadership development. It became clear to him that these two different orientations could strengthen each other. Through growth and profit one can invest in new developments and therefore one has to keep the organization in good financial shape. Through community and leadership development one can support the continuous existence of the company as an independent organism doing good work and creating opportunities for the wider society around it.

Over the years the development of this company required a permanent investment in securing the quality of the agricultural products produced, in creating work processes in which the production could be controlled, in the permanent cost control and financial management and in a strong and creative human resource management.

To make that happen the leadership trained itself for a while in working with the four key qualities of horizontal leadership. Owners, directors of the units, team leaders worked with the questionnaire and had 360-degree dialogues on their leadership. Here it turned out that the leaders themselves were very critical of their own behavior yet the employees evaluated their behavior in a very positive way. It showed in a way that the people at work were very depending on the way the leaders worked with them and that the leaders felt great responsibility to make things work the best. This raised the question: How can we support the self-confidence of the workers, of the teams and help them to take more personal responsibility for the work process and the results that come out of them.

This started a work process of improvement. The idea was to create more self-steering teams and the leaders would work in a more horizontal as opposed to a vertical way with the teams and the people. To make that happen they created a learning process for the teams and the leaders, supported by the theory and consultancy of the Brazilian professor Adriani. For the teams they introduced a steering instrument that they could use to control their work process, find the points for improvement and realize these in small projects that the team brought forward out of their own steering conviction. Each team could formulate their mission, their goals and targets, their indicators for measuring results, the key activities in the labor process, and the points for improvement. In all work places there appeared whiteboards on which these parameters were written and where the team could monitor the results of what they had achieved.

Team Self Steering Instrument

Core value	Projects	Owner	Time
	For improvement		
Core goal	Project 1	//	---
Core Task	Project 2	//	---
Indicator			
Activities			

The role of the leader changed from being a vertical boss to being the leader that supports the teams to become responsible for their work and work improvement. This required that the leaders started to work with these four key qualities of horizontal leadership and that this became a more common style between directors, unit heads, team leaders and the workers.

Through this intense development process, creating the needed changes, the company could handle the ups and downs in the market and also the growth requirements of owners and other stakeholders in the company, thus being more in control and also, they could create a more self-confident community of people who participated in this process of growing leadership and individual responsibility. New generations have taken over and continue to realize the impulse of this company through creating leadership development processes in the community.

At Christmas 2021 Kees wrote to us:

“Dear Adrian and Jutta,

How are you?? We are well and we don't have too many restrictions from Covid. We've had our 3rd vaccine, so we can feel free to travel again. Terra Viva is doing well, we just held a shareholder seminary and 35 shareholders and their families took part and the atmosphere was very good! The ending was very special and also emotional, due to the great harmony between the different generations! Lots of confidence in the future!! You and Jutta have helped us a lot with this achievement! Klaas, the CEO is doing a great job with his management team.”

It makes sense to go on a long journey with your client and this requires that the client is in the lead and as a leadership consultant you support and help them in this. The clients I have been working with always characterized the work as an adventurous journey, being part of a lively community that takes developmental steps and always finds new perspectives and ways of doing things when it concerns difficult and complex issues and questions.

Another example of this kind of leadership co-creation is the process with the Italian company Eurotranciatura.

Eurotranciaturo

Another example we have seen of a change in leadership in an Italian family owned company which creates parts for car engines and other engines of a different kind.

During a leadership seminar in Rome I met Marco the son in law of the owner of this company which is located in the Milan area. He had worked with Unilever in London and had decided after a long period of doubt to follow the call of CEO and come to this family company. The CEO, his father in law, was a very dominant and autocratic person who had held all the power in his own hands. After being in this company for 2 years as a director, Marco concluded that he did not achieve any real progress in realizing some urgently needed changes. He was looking around for a new opportunity in Italy, but after the seminar on horizontal leadership he saw another route he could go with this company and he asked me for my support in this.

With my colleague Jutta we visited this company not long after the seminar. We were introduced to the father in law who, with a loud voice, declared that his son in law Marco had all the room to change whatever he wanted. "That is what he says all the time but he is not acting on this", said Marco afterwards. We suggested to Marco to just start a change process and formulate the questions to work on as follows:

- 20% of the products made did not meet the standards, had to be destroyed and reproduced.
- The moral of the work force is low.
- The cooperation between departments is chaotic.
- Clients complain about the late delivery of their products
- The son of the owner, who is responsible for production, is incompetent to do so.

After defining the issues, we selected a few people who had shown some personal leadership and had an interest in bringing about change. Together with them we talked about the issues and in the end, Marco choose who will lead the change process connected to the issues mentioned.

The first step we did together with the process owners was to analyze the clients and the work processes in the factory. We discovered that there were

two kinds of clients: mostly Italian companies who buy standard products, and the mostly European companies, who order specific products to meet their own client's standards. In the production factories the machines producing the parts were tremendously noisy. Workers in blue overalls operated the machines. A special department handled the specific tools that had to be installed on the machines so as to be able to produce specific parts. Here we found the key problem related to the faulty productions. There was no good cooperation between this tool department and the production units especially for the clients who wanted their own specifications realized. Marco decided to rearrange the production machines. Some machines will be connected to specific clients with specific products, other machines would produce the standard parts. The specific parts made for specific clients would be produced on demand and the standard parts would be produced in stock. Machines were grouped and moved to specific parts of the factory. The warehouses were filled with produced parts but nobody knew in detail for how long and where exactly they were located. Many times, they could not be found in time for delivery. The warehouses had to be rearranged. Some of them would have the standard parts in stock and some would be dedicated for specific products for specific clients in Europe and Italy. The effect of this change was that the cooperation between the tool-shop and production improved. The production mistakes went down from 20% to 2%. Orders were delivered on time to the client. Then the next step appeared. Groups of machines and teams of operators were formed and they took care of the process themselves. In the past the operators were assigned where there was an urgent need. Now they could, as a team, develop specific knowledge based on the clients' needs, the work process specifications, the tools needed, time limits and things like that. The team had their own goals, tasks, roles, indicators, skills and knowledge and the morale of the people at work in the factory rose to a nice level of commitment.

The departments in the office had to rearrange their process. Purchasing, logistics and transport, sales and human resources and finances had to link their process to the rearranged realities in the production and sales departments. The sales and purchasing department improved their processes because a much clearer and rhythmic process had been introduced regarding ordering and purchasing of materials. Delivery to the client and the purchasing

side happened on time so the demands of the clients for a better performance were reduced dramatically and the trust in this company improved.

The whole process took 3 years to complete and, in the end, the whole company had rearranged its way of working. That required a huge investment in the leadership style of the management of the company. There was still the old style of push and power where the owner/CEO was the main representative person of this style. Opposite there was the Marco style, doing it together with teams of managers and having concrete and systematic dialogues on the key issues.

In the end the Marco style was widely accepted and the managers became qualified in horizontal leadership. They started to create the teams and to help the teams to take responsibility for the results and for the improvements of their work process. The financial picture became clear and was to the point and that became a good steering instrument for the leaders. The community was strengthened.

A quite unusual intervention that was done was dealing with the fact that the son of the CEO was not at all able to work as the production manager. Being under tremendous pressure he was looking regularly for ways to escape that pressure. It was Marco who had to deal with the issue and he asked me for support. We analyzed the situation and the changes happening in the production department and we concluded that the son is not a manager at all but might have different talents that could be used by the company in a different way. It so happened that recently a fresh young company, which would produce production control systems, had been taken over and the idea came that he might be willing to try to lead this company and bring it to some growth. The CEO was skeptical but agreed in the end that we should present this opportunity to him. We organized a session with the four of us and made him the proposal. He was surprised to get this offer but soon started to smile and accepted the offer. The next months he was very active in the new small company and the first steps taken showed promise that he could find a way for himself and show his father the CEO that he could be a productive and respected force in the company.

The change process created the foundation for another great expansion of the Company. They were asked by their clients to create a similar factory in China and in Mexico and that is what happened. They invested in new technology and were able to change their way of making the parts for car engines and other engines in such a way that they were able to meet the new standards in sustainability. The company became a world leader in this sector.

Marco told me how essential the change in leadership style had been to be able to master the new challenges. The old management style failed to do that. These key qualities of horizontal leadership helped the directors, managers and team leaders to create solid departments and teams that could handle the changes needed next to an effective and efficient performance in the operations. Making the right interventions using dialogue and not bullying, coaching the people to learn new things, creating good work processes and steering them in dialogue with the people working in the process and communicating the inspiring vision again and again to all people involved, helped the company as a whole to move forward.

In this development process of Eurotranciatura I have learned that in order to create real change it takes the parallel interventions and investments in the work process, in team-building, in the capacities of the people, in the systems used and the structure of the company and to make that happen it needs a change in the leadership style and process. It is not really working in a top – down pushing style, it needs a horizontal pulling and inviting style. When people start to become part of the change process by their active involvement, they can fully contribute with their own ideas. Later in chapter 4, we will explore what kind of basic infrastructure one needs to make this happen in a good way.

In addition, in the public area horizontal leadership can be the opening to deal as an organization with complex and challenging situations. The police force in the Netherlands is a good example of this.

The police force in the Netherlands

During my professional OD career, I worked several times with the police force in the Netherlands. The Dutch police force has a longstanding tradition of

schooling its people in modern management techniques. The police training center runs excellent programs for making the policemen familiar with the newest findings, concepts and theories, especially concerning leadership and management. As policemen are often involved in tense situations they need to have a strong personality, moral discipline, intelligence and courage to do this job well.

One day the Rotterdam police force asked us to visit them. They wanted to share an issue in the police force that was emotional and not easy to deal with. The mayor of Rotterdam advised the leader of the Rotterdam police force to contact us as it seemed to be a real people issue they had to deal with. The key issue we found out was the great gap between the officers and the policemen doing the job on the street. The officers were too much involved in all kinds of strategic projects and the policeman in the street did not feel that they got enough support for their difficult work. In between the officers and the policemen there was the group of “brigadiers” who were the first line of supervision and they had gained a lot of power to direct the policemen with a traditional hardliner approach. Younger officers had noticed this gap and tried to bridge the gap but they got tremendous resistance from the brigadiers who did not allow them to interfere in their ‘troops’. In the top group of 12 officers, half of them older and half younger officers, there was a difference of opinion and striving as to how to deal with this issue. We were invited by the mayor and the head of the police force to enter in and try to find out in what way this bridge between the hardliners and the new generation with different ideas about the right approach could be made. Our suggestion was that we would go with the policemen in the street and see how the leadership of the higher ranks was received. They gave us police uniforms and three of us went out with different groups.

It turned out that the policemen were very motivated in their work, very often doing the job under great pressure but that there was hardly ever any common reflection on this with the higher staff. Especially the brigadiers did not want that as “one had to be a real man to deal with that kind of stress”. Seeing how the officers worked with the brigadiers it became clear that the brigadiers found the younger officers just soft persons who like the theory but lack the practical experience.

We suggested that we would have reflective dialogues with the policemen, brigadiers and officers together sharing actual cases that happened in the Rotterdam police force and see what would be the right approach in such often violent cases. These reflective dialogues opened the space to come to the real issues by sharing the stories and trying to learn from that dialogue. After two years this reflective dialogue became more integrated into the police practice. It also opened the space for the police force to think more deeply about a preventative way of working by getting a bit ahead of the rising problems in the local society. That meant to translate their observations in the street into a practical strategy of how to deal with potential dangers before big problems could develop. This was for instance the case regarding the rising problems with drug addicts and criminality, a new problem in those days that came to the surface and could not be solved by actions and interventions 'in the old style'.

Some years later I was asked by a regional police force near Amsterdam to help them analyze and resolve the great frustration and unhappiness of the policemen about the methodology of their work. The new leader of the force had gone around to the different teams and felt overwhelmed by the criticism and not able to convey his intentions. That frustrated him and he wanted me as a speaking partner on how to deal with that. Together, we came to the conclusion that he should go around again but with one condition: that we have 2 hours, one hour for the policemen and one hour for him. That was done and had an unexpected effect. There started a dialogue on two issues: the first issue being, how can we get ahead of the trouble that happens regularly in the different neighborhoods and the other issue is how to organize the work schedule in such a way that the policemen have some time to relax and reflect. An example of the first issue was: in a neighborhood there was a popular café where a lot of people went during the week and in the weekend. For years now, there was on Saturday night at some point a very aggressive atmosphere because certain groups of people were looking for some spectacular fights. The café owner would call the police and as there were a limited number of policemen available only 2 policemen drove their car to the area and tried to calm down the people. The new leader asked this team what they could do to

improve the situation. They investigated what really was happening there on Saturday night and concluded that some of them had to go there much earlier and just walk around and see what happened and how the situation escalated. The funny thing was that when they started to do this the escalation did not happen as the people became aware that the police was around and that cooled down the situation. In dialogue with the police force teams the leader got the policy accepted that a preventive way of working could improve the performance and the satisfaction and that the style of working should change. Instead of racing around with the police car and often being too late they would analyze where the hot spots of problems were happening and then think about what could work in a preventive way to stop these repeatedly occurring situations.

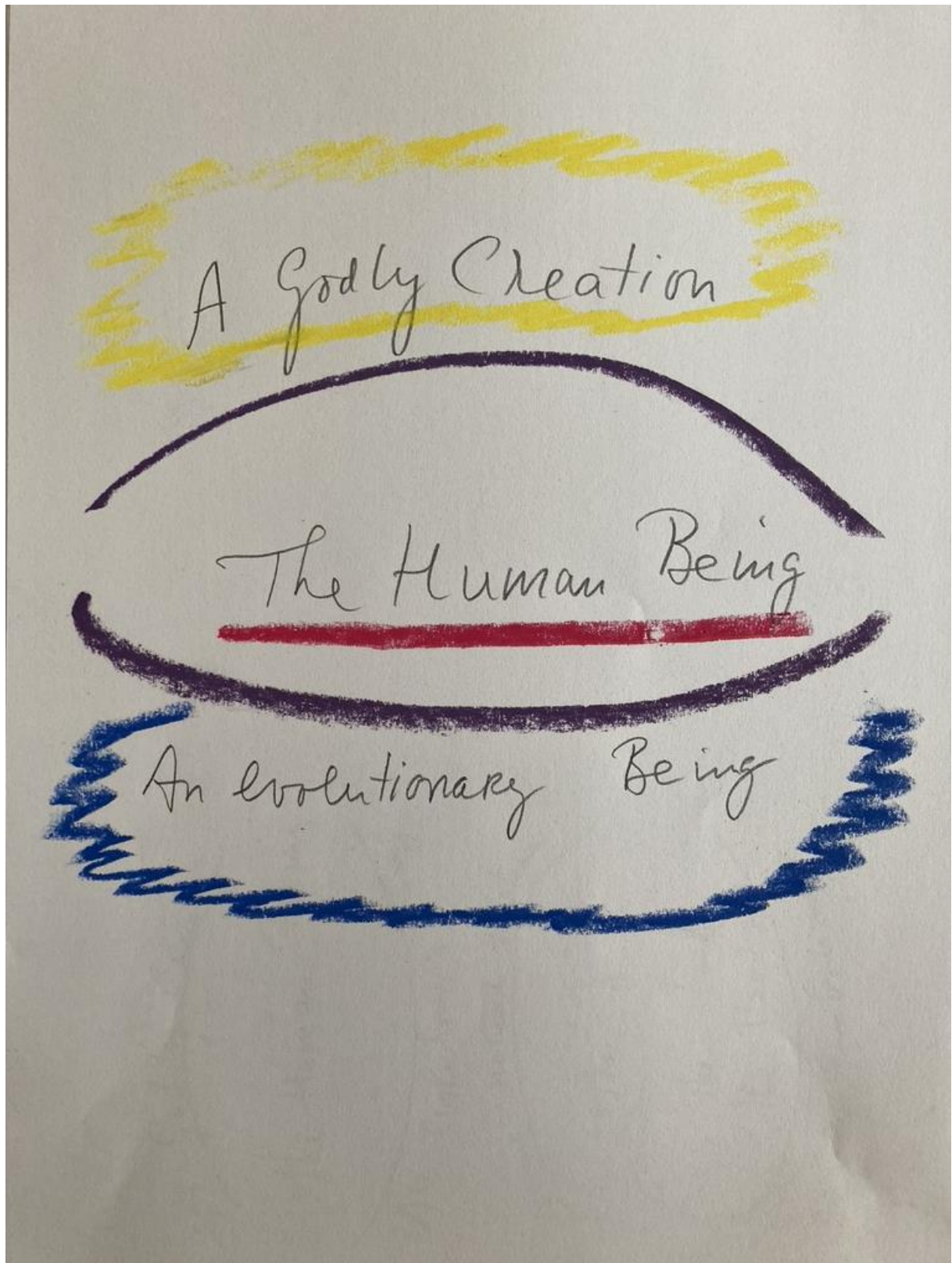
The leader had promised that if this was going to work well and improved the performance and satisfaction he would guarantee that some of the critics of the policemen in their own organization would be taken serious and solutions would be found. The technical equipment was improved, work schedules were more acceptable, support after shocking experiences was available and regular evaluations of the progress on both sides: staff and operations working better together.

In these cases, and in some other cases, I was involved in, a critical factor was the way the top officers – the team leaders and - the policemen took time to meet each other and dialogue on the real issues together and try to find ways to bring about improvement. It was always interesting to see and experience that in the police force one could find extreme hard liners together with people-oriented soft leaders and very professional well-educated managers who had to deal with each other and who offered very different options on how to deal with the issues.

One can experience in the police force how leadership, community building and sense-making belong together. It is the leadership that brings the community together and bridges the differences between people through a good reflective process of sense-making in which persons in different roles on different levels dialogue with each other on the real issues and how one can deal with them, also related to the time spirit we are in. This creates “the soul

of an organization”, expressed in the way we act and communicate with each other. Three soul gestures are important in that dialogue: 1. to concentrate on what is happening, having a good memory about facts, experiences, judgements, decisions taken, 2. The language we use in our actions and how we reflect and share with each other, 3. The moral competence, the leading values and norms, the steering convictions. These three together form the consciousness with which people in a working and living community act and reflect together. It is the handling of the differences, the bridging between them that makes it possible that all people can be part of the process and contribute, that we work by including and not excluding each other. It is “in the doing” that mostly we are much closer to each other than in the mind thinking and having opinions, especially if we concentrate on how we deal with our client, our supplier, our owner in a fruitful and creative way.

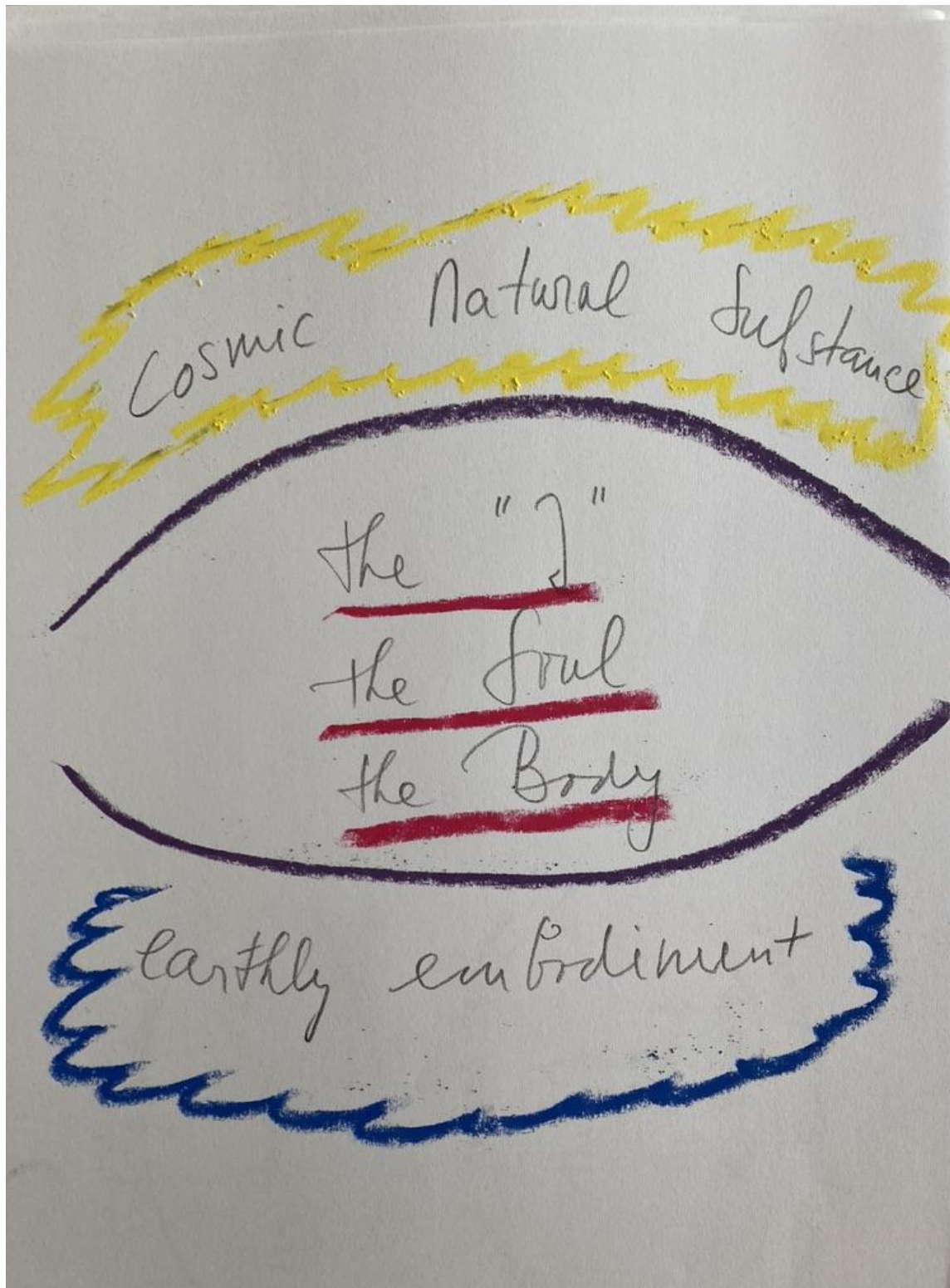
To understand this, one has to look at what image of man is working here and what different images are touching each other in the way we act and speak/listen together. As the human soul is paradox, in the hardliner there can be a soft heart hidden and in the soft leader there can be a tough person appearing in critical situations. That is the real stuff for becoming sensitive to act as a horizontal leader.



The human image

It is the difference in the way we look at people and at ourselves that manifests itself in different leadership behavior. Over the last hundreds of years, I guess

since about 1500, there have been two streams coming to compete with each other about the origin of the human being. One original old stream is seeing the human being as a Godly creation, thrown on this earth and returning to a heavenly world after death. The other stream is the evolutionary stream that sees the human being as a temporary product of evolution and this vision is based on scientific research.



I myself see the human being as a multiple being, a composition made out of cosmic and natural substance and carrying an individual "I", a personal spirit that is connected to a spiritual world of invisible beings that co-created the human "I" being. We appear on this earth as a soul-being and the unique

element of the human being, compared to other beings, like animals and plants and stone is that we are not a finished composition when born but as Nietzsche defined it we are 'a becoming being'. We are in that sense not fully part of a natural harmonic world but also, as a soul being, we are living a paradox existence. What we think and what we feel and what we do is not by nature of the same kind but can be very different. What we create as human beings has not by definition an eternal existence but only a temporary existence: it comes and goes. What might stay, is what is entrusted to next generations and that is the state of the human soul. The soul is expanding in consciousness and has developed itself over time from a sleeping group soul to an awakened individual soul. We have been falling out of the natural cohesions and have separated ourselves from the cosmic – natural world, creating our own organized world that we have to care for and that we have to give a sense, a meaning ourselves. Organizations as human creations are incomplete, paradox beings that mirror ourselves as human beings being incomplete and paradox beings. It is therefore that leadership, community building and sense-making are so important in the way we reconstruct, change, innovate, develop our own creations and give them a sense, a moral sense, so that they can be and exist for the best of the world community. It is then our destiny that we all have to become actors in this self-created theatre and have to play our own role in the piece we perform. As in the past it was in the hands of the few, the elite, to form the destiny of people and communities, it is now in the individual hands of all of us as to how things will develop in the future. Out of a conscious soul we can strive towards doing the good, something that has been a leading thought for creating our own world that meets the world of other beings on this earth and may be the invisible world around and in us. We all have to become leaders, to create in a horizontal leadership process together the good.

Let's look at some examples from the healthcare world how this human image can manifest itself as horizontal leadership in that organizational context.

The health care system

The world of health care is a world that includes many of the human issues we face today. First of all, there has been a rise in immune diseases. Heart failure,

cancer, virus infections, lung diseases, the human defense mechanisms are under pressure and hospitals carry a full load in dealing with that. But also, Alzheimer and dementia have been growing challenges for people and families to deal with and the healthcare homes for them to live in and being taken care of, can be found everywhere. Also, we find growing issues involving mental health breakdowns and depressions even in younger persons. We see overworked, stressed and burned out people who have lost the energy and spirit to deal with the complexities of life. In hospitals, healthcare homes and doctor's practices there is an overload of patients and with the Corona pandemic this has created a crisis in society that influences all of us. In this context one can observe two streams. One stream is the attempt to control the healthcare of people in the public area top - down and the other stream is to deal with it, face it and find ways for people to care for their own health in connection to the others that are around you.

At the moment the stream of controlling is dominant in society and in healthcare organizations. It is the control by using allopathic medicine and injections, it is the financial control of the health care system, it is the control by the health care insurance business, it is the political bureaucratic control using inspections and procedures to be followed. The other stream that wants to really deal with the phenomena and find different ways to deal with them on an individual level, family level and public level, for instance by using homeopathic medicine, by caring for your own health eating good food and moving daily the body, doing sports and having nourishing dialogues with others, that is pushed to the side of the spectrum in times of crisis. A shocking example for instance is the blocking by the politics in Germany of homeopathic medicine for animals and only allopathic medicine is allowed and even by law prescribed. This might be even happening to us as human beings in the near future.

In my work I have been involved mainly in the second stream, supporting organizations that look for new ways of dealing with healthcare.

Working with organizations who provide services for people with dementia was a challenge; to see how one could create a sense-full life for these individuals and also for their families. It was more or less a tradition to handle

the situation by giving all of the individuals the same kind of treatment in the activities of daily living such as showering, eating, dressing, sleeping staying in the living room together and going to the hairdresser/barber for example. This however turned out to be not enough for the people in the home as it ended up in routines which strengthened the dementia. We worked on creating a more individualized approach that fit the person's biography and the abilities they still had. I introduced to the staff the option that each of them would study the biography of one of the individuals and diagnose it in such a way as to find out what for this individual could be the bridge between their life here and now and the life they had before.

As an example: in the home there was a man who was considered by everyone to be somewhat of a pain in the neck. At all times he disturbed the goings on wherever he moved himself to in the house. He disturbed the hairdressers doing up the ladies, he disturbed the kitchen doing the cooking and he disturbed the bedtime rituals at night. Studying his biography, the staff member found out that this man had been a door to door salesman all his life. That often required him to get a foot in the door to convince the potential buyer that it would be a good thing to buy some stuff from him. The staff member interpreted this information and felt that the man is still trying to sell goods without having the real goods in hand. He asked all of the staff in the home that when the man appeared, to let him in, let him sit down and have a small talk about what he has to offer. The man immediately cooled down and would leave after a short amount of time, satisfied about what had happened. Another individual was a well-known figure in the soccer world of the local city. The staff member suggested to take him out to a match of his club team and that happened. Over time his family was willing to do that and one could notice that this man had a better quality of life, having the opportunity to be back in his favorite way of spending his time.

Another example involves a residential home for elderly individuals with varied functioning levels. The staff came up with the idea that those individuals who were more capable could help each other in the day to day routines by doing them together. Instead of the staff doing all the work, the people living there were invited to do certain chores together and that created a new dynamic

between staff and the residents that was more relaxed and more satisfying than the old style of working. There was this 93-year-old woman who was invited to be a representative for the other residents when there was a meeting to dialogue on how things are going between staff and residents.

She accepted the invitation and said very proudly to me that it is the first time in her life she has been asked to take on such a responsibility and that it is a wonderful experience to be contributing in this kind of process.

These are nice examples of strengthening the leadership in all persons through a process of horizontal leadership in the company.

In another home for individuals with dementia the staff came up with the idea of breaking through the existing routines of every day being the same as every other day and bring more flexibility in the day to day happenings. The residents could get up in the morning at different times, eat at different times and do activities at different times. Instead of more pressure on the staff it turned out that it created a much more relaxed atmosphere where the personal interactions between staff and residents was increased. Events like birthday celebrations, having a Christmas party, having family visits could be done in an individualized way, without disturbing too much the common routines happening on these kinds of days.

Again, one can experience how important this connection between personal leadership – building community – creating sense is and that it requires a special leadership process in which all are involved that stimulates each one to take personal responsibility, to participate in the communication and cooperation and to be allowed to appear as a personality who can contribute. This only happens when everyone is not hiding in a vertical, functional task but is participating in the leadership process, bringing in their own ideas and experiencing the common ground, which is “why am I working here” and “how can we do this so that it makes sense for me and the other”.

Let’s draw a more fundamental conclusion out of this chapter concerning horizontal leadership.

Humanity has lived in natural communities like families and local, sometimes regional, communities over the centuries and these communities were led by

leaders that had the power and hopefully the personal insight to decide about the destiny of people in the community. Leadership is creating the relationship between the visible and invisible world and out of that creation, the decisions for the community and its members were made.

Over time, as humanity we started to organize ourselves and created organizations and these organizations had owners and leaders who had the power to decide on the destiny of the company and the people in it.

After the two world wars in the 20th century this self-evident leadership existence was destroyed and we entered into a new era in which leadership had to be taken. Personal leadership for all of us became an issue as we all had to find our way in the more or less chaotic circumstances the world is in today. This personal leadership in combination with the leadership realities that we have created together in the past, form the horizontal leadership reality we are in today. It is now about a leadership process between all members of communities that can make good things happen and can support each one of us to take our own personal leadership part in the wider leadership process. This goes for companies as well as societies.

Chapter 3: Beacons for change: The horizontal leadership Tool for a new horizontal leadership practice

Plato/Socrates: We can take as a start that things like the size, the right size, the right point and all these kinds of things take first place because of their eternal nature....In second place come things like ratio, beautiful, perfect, complete and all that belong to that...When one, as I predict, puts mind and wisdom in third place, one will not be far away from the truth...Things that belong to the soul, knowledge, subjects, what we call the right insight, they will come in fourth place...In fifth place stands pleasure of which we concluded it is free of pain...At the sixth generating factor one should stop with your hymn, as Orpheus said.

It was Plato who described how the Gods created the human soul. Originally the soul was part of a closed eternal organism, embedded in the Godly world. Then the Gods created a split and put the two parts in the form of a cross. This created a new movement. Not only the eternal movement existed but now there was also a movement created in the form of place and time. This created disorder and confusion for the human soul. The Gods noticed this and then they created the 7 planets as orientation points for the human soul to be able to steer itself in space and time.

In philosophy we see this returning in the description of a world of 'being' and a world of 'becoming'. It is the human body and spirit that belong to this 'world of being' and it is the human soul that belongs to this 'world of becoming'.

In my studies on visions on the human soul, created by 33 philosophers over 3000 years of existence, I discovered that there is a world of harmony, a cosmic-natural world and there is a world of paradox that expresses itself in polarities and that is the world of the soul.

I draw the conclusion that all that man has created is part of the human soul world. Not only our own inner world but also the outer world we have created ourselves as human beings does not have a natural cohesion but it is a world in tension. Key polarities in this human soul world are the polarity "past and future", the polarity "idea and reality", the polarity "inner world and outer world". These polarities create a middle, an in-between and those are "the

here and now”, “the thinking-feeling-willing”, “the imagination – inspiration – intuition”.

Polarity

The middle

Past and future:

The here and now

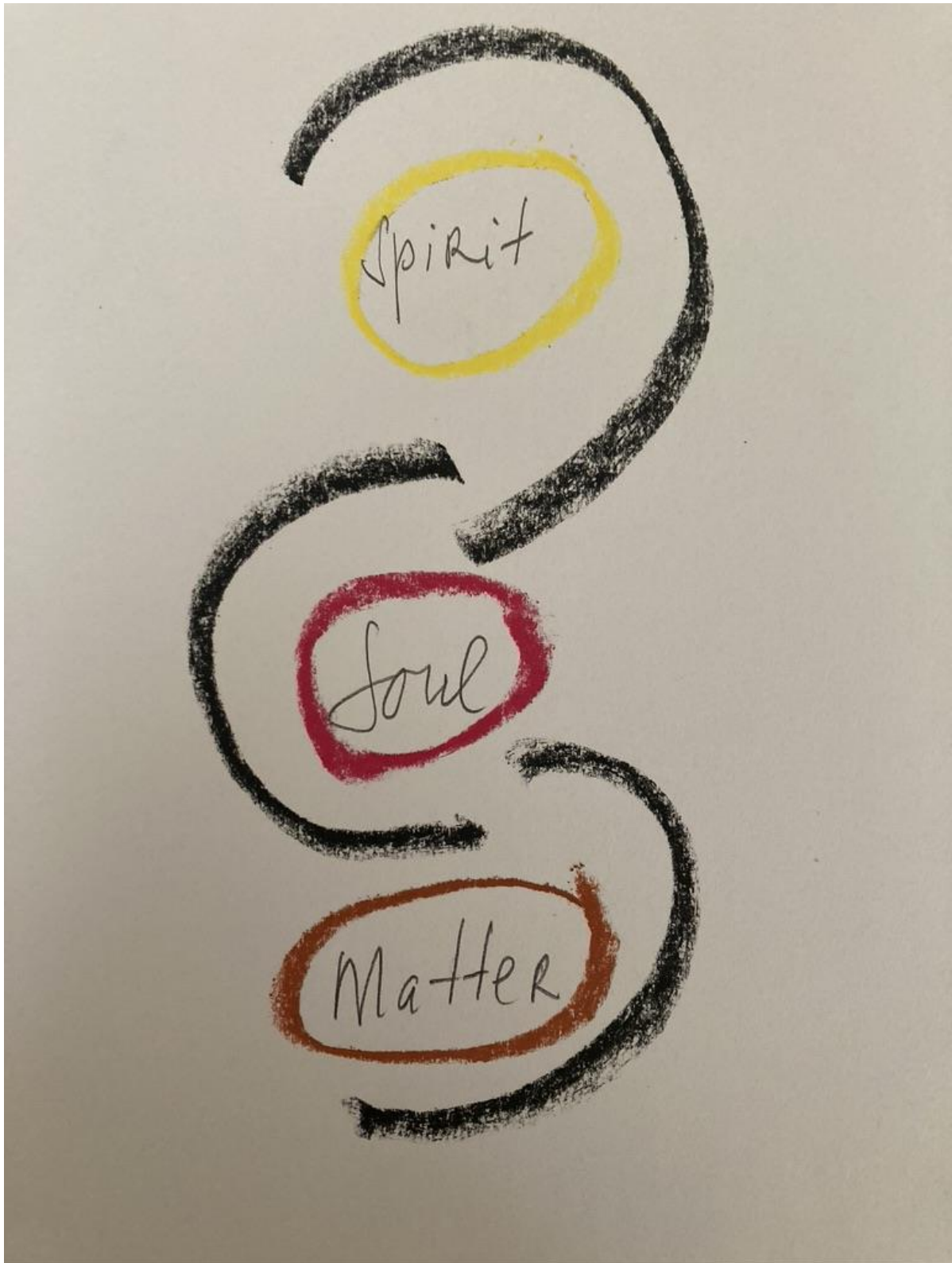
Idea and reality:

Thinking-feeling-willing

Inner and outer world: Imagination-inspiration-intuition.

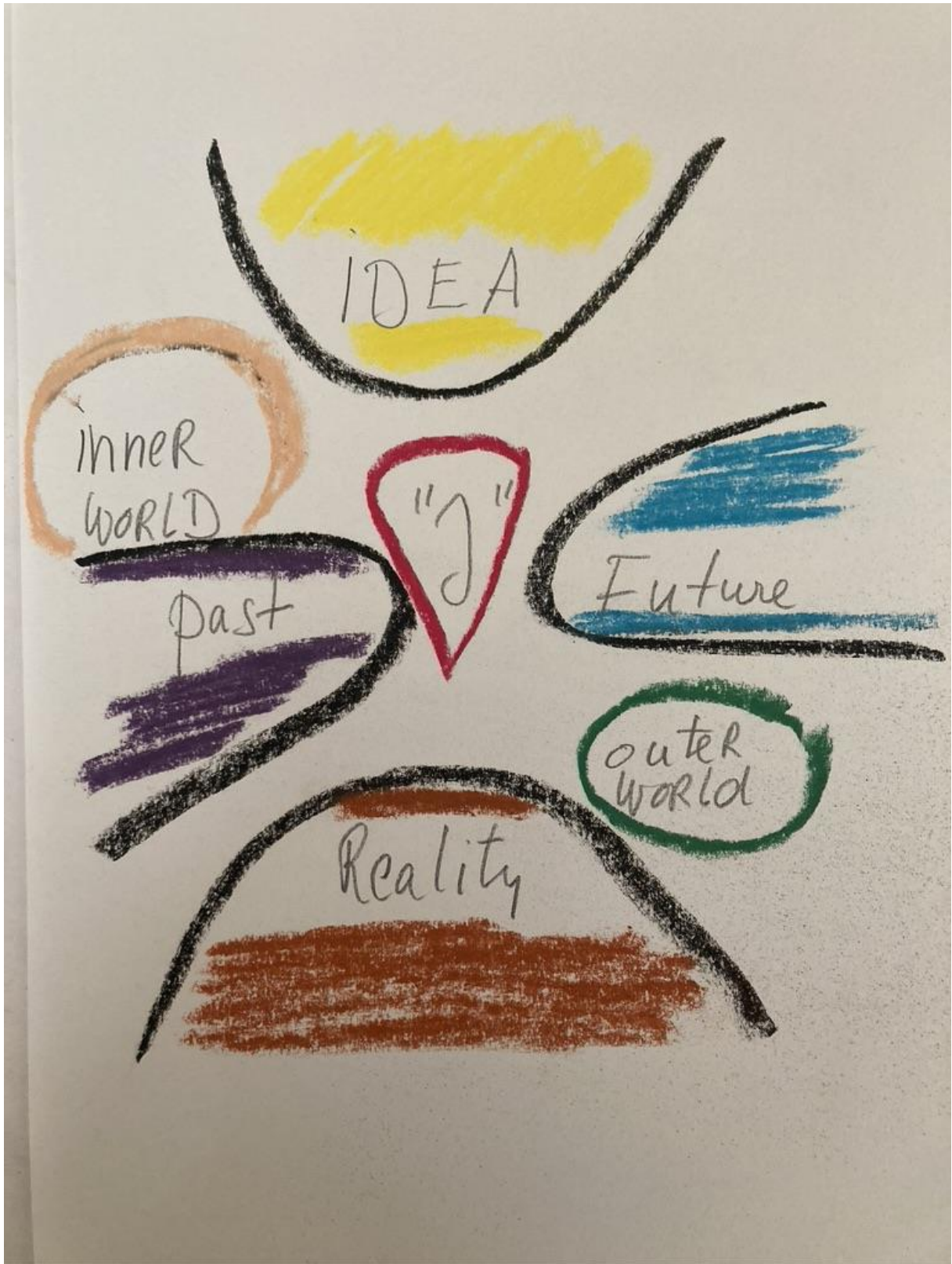
The human being is a threefold being existing in matter, spirit and soul. We are a body being, we are a spirit being and we have a soul being. The human soul connects spirit and matter and as an old saying it sounds like this: “Spirit never without matter, matter never without spirit”, which means that the human soul is always in-between spirit and matter. The soul manifest itself in time and space and always as a polarity, looking for the middle.

In the cosmic-natural world, in the harmonious world of being, all is connected to all. In every detail we find the whole and in the whole all details have their existence. In the soul world there is no self-evident connection between the parts and between the parts and the whole. It is up to us to create these connections.



One can see the development of the soul of the human being here on earth as that the soul was first fully embedded in the cosmic-natural world. We were, as human beings, part of one human soul. As we went through an evolutionary

process on earth the human body came into existence and the soul could start to incarnate in individual bodies but also, we started to become an individual spirit being part of a spiritual world. For thousands of years the body and the spirit had arrived at a self-existing status and the human soul was partly embedded in the spiritual world and partly embedded in the physical earthly world. The human soul was given in the hands of the human spirit and should start to manifest itself in bodily constructs. That is what might have happened the last 5000 years. The soul started to become, started to be developed and that happened while the soul was changing all the time its own existence by starting to live in the human created constructs. The human being started to create stone constructs (later also wood constructs) in places that were favorite for the planetary working. The human being started to create different kinds of communities like villages, populations, later nationalities. The human being started to create food, to create tools, to produce objects for living, transport vehicles. The human being started to create cultural places and institutions like churches, schools and museums.



The all-embracing human creation is “the organization” and in there we live the organized life. In each organization we can find all that human beings have

been able to create in the past thousands of years, it has become the context in which we live and that has emancipated itself from the cosmic-natural world.

As the philosopher and cardinal in the catholic church Cusanus described: we do not stand under God but we stand next to God and are responsible for what we have created ourselves.

As the cosmic-natural world is perfect in its being, the soul world is imperfect and still in confusion. It is our own leadership that should create the connections between the parts, should create the sense of the things we create and the continuation and care for what has been created in place and time. That is the essential challenge and task of human horizontal leadership as we described it in chapter 2.

In this chapter we will explore the tools the human being needs, to create an organism in which the parts connect and find their place in the whole of the organism.

Like the planets work on the earth soul creating a balance in its existence, we have to find our own planets to make us able to deal with the imperfect realities and create the needed connections between the parts and the parts and the whole.

Plato: He brought the soul in the middle of the body, stretched her through the entire body and even outside the body, so that it could envelop the body.

Then God cut this construct in two parts and fixed the two parts together. The middle of one half on the middle of the other half, in the form of a cross. He gave them, around one point with one speed, a circular movement and made one the outer circle and one the inner circle. The path of the outer circle should have the character of the unchangeable, the inner circle the changeable. The unchangeable was moving right-ways, the changeable diagonal left-ways.

While he installed heaven, he made out of the eternal unity that stays an eternal, countable continuous image, the image we call time. Days, nights, month and years they were not there before the coming into existence of the heaven.

Let's first look at the planets that the Gods created for the soul world to be able to balance and find the middle and live out of the middle and then we look at

the human planets that can help us to balance our self-created organized world.

The best way however to do that is to explore some of these human creations called organizations and the way the leadership can use the tools to make that happen in a continuous way. We do that as well.

The planets.

The basis forms the earth where it is all happening. Here we find the human soul in action and in reflection. This is connected to questions human beings have as questions are the finest expression of the human soul. Questions represent an imbalance between the different elements that the human being as a soul being has to deal with. These elements are represented by the 7 planets.

The first planet is the sun. She gives light and warmth. Everything can grow because of that.

The second planet is Mars. She gives the goal to the organism and the power to reach the goal.

The third planet is Venus. She cares for the well-being of the organism.

The fourth planet is Jupiter. She delivers the steering principle behind all the phenomena.

The fifth planet is Mercurius. She delivers the process and gives the time span.

The sixth planet is Saturn. She gives the leading image, the key idea to realize.

The seventh planet is the moon. She gives the resources, the tools and means.

These planets are always in movement and follow their course. They interact with each other and by doing that create the cosmic-natural soul of the earth. For instance, the seasons, day and night, the wind and the waves, the growth and the downfall. The seed becomes a plant, the sky is filled with air, the animal follows his instinct, the cloud carries the rain, the temperature brings the snow.

The natural human soul also meets these planet workings in the body and the individual human spirit can deal with them in the soul. This creates a harmonic

constellation which means that the sense of all is given and is part of the cosmic-natural being.

We can experience this in our own body. Being born the body mostly is in a perfect state of being. The child starts to breath, starts to eat, sleep, cry, urinate and defecate. The natural – cosmic functions work. Growing happens and the child wakes up. The child starts to crawl, stand, walk. The child starts to think, feel and act and one can see that from the middle the soul is stretched through the whole body and beyond. The child starts to speak, starts to remember, starts to have a moral consciousness. The human biography starts to become and is being formed through the experiences the human being has and the reflections on these experiences that become an integrated part of the inner world of the human being. From three years on it becomes a more conscious process and the soul of the individual human being start to appear as a unique personality. The soul starts to live an organized life going to school, entering in the wider society, exploring the different atmospheres of our differentiated society and becoming part of those different atmospheres like being a consumer, a citizen, a working human being, a religious being. We learn professions and start to act in professions becoming a co-creator in society and in the wider community. One can expand to becoming a world citizen. In all this we develop our own leadership.

When it is about the human creation, the organization, the human leadership is an essential element, a fundamental process, in making things happen and in making new things happen.

Let's explore some examples.

Master Eckhart: Renewal is something that belongs to all the creatures under God, but with God renewal does not belong there, but only eternity. Also, for the soul belongs renewal, as far as she is called soul, because she is called soul as she gives the body life and form.

Triodos: The alternative green bank in the Netherlands

Four gentlemen had a common interest: working and dealing with money. They studied this phenomenon for years to get a deeper insight. One was a banker, another a consultant, another a teacher and another a Tax accountant.

After years they were asked what they gained from this. It had been all theory and little practical experience. They decided to start an initiative that could supply money to young new entrepreneurs who could not get a loan from an existing bank. The key idea was that if there was a circle of people around a young enterprise, who would guarantee the loan, and the enterprise would work in a sustainable way then they could be financed. To get the money together for these loans they offered people the opportunity to invest some money with them. The investors could express what they would like their money to be used for. The choices were education, farming, environmental improvements, art and culture..

The first small steps were taken and slowly a small organization came into existence. They invited two persons they knew to become the leaders of this enterprise. The organization worked with volunteers who were inspired by the ideals the four founders carried with them. One of the ideals was to explore three types of money in this practical way. There was buying money, there was loan money and there was gift money. All three could be part of this initiative. The name of this credit institute became Triodos, three ways, a soul expression. Step by step a small growth was realized in the first 15 years. When Triodos got enough substance, the Dutch National Bank was asked to give Triodos institute a banking license. So that is what happened, in part this new Bank had the support of some respected Dutch bankers and other respected people in the public arena.

From then on there was a yearly growth of more than 20%. The ownership of this bank was neutralized by putting the shares in a Foundation. People and organizations can buy certificates and receive a yearly small profit on these certificates but they do not have the power to influence directly the leading image, policies and goals of this Bank. That was the task of the Supervisory Board.

For fourteen years I was on the Supervisory Board called “de Raad van Commissarissen”. We were the speaking partner for the leaders of the Bank on all the issues that define the being of the Bank and that would be important for the future of the Bank. During the years there were requests by initiative groups in different countries to become part of Triodos. Integrating these

initiatives in the Triodos culture was a great challenge but succeeded because it was done in a dialogical process where “the general did meet the specific”. For a healthy development of Triodos Bank it was important to balance different interests. First of all, the original impulse of Triodos Bank had to be nourished all the time as many new people joined to work with Triodos. I was asked by the CEO to help with this question of the impulse and the new generations coming in. I suggested to start with a dialogue between the new generation and the older generation and after a while to pose to the newcomers the following question: “How do you see and experience the Triodos impulse?” It was surprising to see how new members of staff, being there only a few months, could reflect in depth on this impulse and give their personal perception and appreciation of this impulse. Then there are the clients of Triodos who have connected to this Bank because they wanted to be part of this impulse and want Triodos to be part of their own impulse. The common ground being sustainable development with respect for people, planet, profit. Renewing initiatives are financed that work in areas in society that are important for the human soul like food and culture, health and schooling. Specific funds are initiated for financing areas like wind energy, solar energy, biodynamic agriculture. A third group of stakeholders are the certificate holders that put some of their own capital into the bank. They want to stimulate the bank to continue its mission which is to deepen the meaning of money in the way it works healthy or unhealthy in the society.

Triodos Bank created a strong organism as they were aware of the different dimensions one needs to take care of to make this strength appear. It has a clear leading image, basic values and steering principles are consistent and clear, the objectives of the Bank are formulated in the sense of its stakeholders. The community of people working in the Bank is highly committed, work as professionals and understand the basic leading image and practices on the strategy for development. The work processes are monitored and improved all the time. There is a clear balance between the central organization and the country banks.

In this we recognize the different orientation points that function like planets for company development.

1. We concentrate on the real issues that appear in the client process, the internal processes and the systems that we use to monitor the development. Issues and questions manifest imbalances and we have to concentrate on them to find new balances between the different dimensions of a company: earth.
2. We have a carrying group of people in the community on the different levels and positions/functions that act out their leadership in dialogue with all the people involved. They bring warmth and light in situations that got stuck: sun
3. There are clear goals that we strive towards and we monitor the results systematically: Mars
4. We have clear roles and responsibilities to fulfill, in which we cooperate with each other to take care of the existing organization: Venus
5. We have clear steering policies, connected with company values that direct our behavior: Jupiter
6. We have flowing processes, we work in a rhythm and we improve these work processes by creating change processes for this to happen: Mercury
7. We have a clear and inspiring leading image for the company that works as a guiding star: Saturn
8. We use the tools and capacities in the right way and we invest in people, in a good infrastructure and in performance systems to monitor and control: Moon

These are the beacons for our adventurous moving into the future, caring for the past. We connect the inner world of people with the outer world that influences us as an organism. We connect our ideals with the practical situations we are in and we do this with presence of mind.

It is the leadership in all of us that can make that happen and it is the leadership dialogue that helps us to find the path. I experienced that when I was leading a consulting company in Finland called Innotiimi for a few years.

Thomas van Aquino: It is the sense that steers our actions. She gives order but also tells us what is the good. Therefore, she is connected to the goal we strive towards. Individually and collectively.

What somebody does is not the same as why somebody does something.

The consultancy company Innotiimi in Finland

A colleague from Finland named Ansu, asked me if I was willing to lead their consultancy and training institute called Innotiimi for a few years. There were 45 colleagues active in the field of team training and creating innovative processes in companies in Finland. Up until then they had one of their own colleagues who was partly freed up to take the leadership and help the company to develop further. Ansu and her colleagues thought they would need a new impulse from outside and she suggested that they ask me to do that for the next two years.

We agreed that I would spend some days in Finland every month and take care of the leadership processes in the community together with some of the colleagues that had been leading in the past.

To my surprise, when I entered the company in January, those colleagues told me that they have different reasons for not wanting to participate in the leadership. One was thinking about retirement, one wanted to work more with clients, one was thinking of moving to another institute. It seemed that I was alone and had to find my way. Ansu however was willing to support me in this. I saw three challenges for this company:

1. To expand the consulting activities from not just training but also to OD and coaching
2. To intensify the dialogue with the clients and create long lasting relationships with clients' companies instead of just the selling offers
3. To give new impulses to the profession and build teams of colleagues to work with.

It was a tradition in the company to organize development days 6 times a year. 5 two-day sessions and 1 three-day session. The first time there was a two-day session with all the colleagues, I introduced these three strategic guidelines and they agreed with this.

During the days I was in the company I had intense dialogues with leading colleagues that intended to withdraw a bit but after hearing what we would concentrate on over the next two years, they changed their minds and accepted responsibility for some of these intentions.

During the first three-day session, I introduced the idea of forming teams and how we would do that. We identified the key themes that Innotiimi offered to its clients. There were 6 themes: Innovation, change, team building, leadership, personal well-being, learning. Colleagues could choose in what team they would like to participate and so that happened. The new teams were invited to take on the responsibility for 3 elements: caring for the client, the development of the way we work with the client and the cooperation with each other. During the development days we would work on the cohesion for the whole of Innotiimi. The teams would organize themselves for the periods in between.

During the two years we organized several events for clients to make them familiar with what Innotiimi had to offer. In one of these events the teams presented their key offers and explained how they were working on the further development of training, coaching and OD.

The clients reacted with enthusiasm and the company was growing again.

During the development days and also during the client events there was always an artistic component to the process. On one occasion the whole community of colleagues developed a musical during the development days. In groups the music was composed, the text produced, the dance practiced and finally we performed the whole for the people working in the conference center we were working in. Only in the final performance did we put all the parts together and we were surprised how well everything fit together. The idea for this was inspired by how the Brazilian communities prepare for the Carnival procession.

Once we created a jazz metaphor with the clients in which the 150 people together performed a Miles Davis melody: Freddie Freeloader. Some were clapping the beat, some were singing the bass, some were singing the melody. I invited some guests to improvise by voice on the melody and the whole choir started to swing. It was a good community experience that stimulated clients and consultants to make their processes of change swinging.

An exciting step in the development of this institute was the introduction of OD activities and the personal coaching of leaders in companies. The traditional routine with the client was always the same: let's do a training. Now colleagues started to offer OD activities to the client and that was new territory. Instead of

the client being in the Innotiimi classroom, now Innotiimi consultants were acting in the classroom of the client. That required a new professional repertoire for the colleagues and I helped those who were willing to try with their first steps. It starts with the first discussion with the client. Instead of trying to understand the client's problem and offering a training program now the dialogue was oriented on having the client share how the issue was dealt with up till now and what an OD process would look like dealing with the issue inside the company under the leadership of chosen process owners. Coaching key people in that process would be part of it. The effect was that extended processes were started with the client which generated work over a longer period of time. If the OD process was going well, new questions and issues appeared and the Innotiimi consultant was asked to provide support.

Another big step was the creation of an international network in Europe in which Innotiimi could play a leading role. Some colleagues had this ambition and made connections in different countries with other consultants to co-create. The beginning of this process was difficult as it turned out that colleagues in different countries could not easily start to work with the Innotiimi philosophy. Individuals were able to but no real teams were formed. Although a lot of energy, time and money was spent on this the results were minimal. It happened then that one contact with a consulting company in Austria ICG was productive as the consultants of both institutes felt a lot of common practices and interests working well. They decided, after a period of getting to know each other, to make a common construct, a common roof under which the two institutes could move together.

After two years I was able to hand over the lead to another colleague as the community expressed their satisfaction with the steps taken.

When I started this leadership job in Innotiimi, I wanted to design a good process for this company community. I used the beacons to do so.

I investigated the issues that needed urgent attention and where a change was needed but up till now not realized. I looked for the persons to co-create with and who could take responsibility for some of the changes so as to make them happen. The company was not growing anymore and the original spirit amongst the colleagues was waning so I created teams to carry the colleagues

and nourish them. They could define their own goals, their own process, use their own tools and resources. Through common development days we worked on the leading image and the steering policies we needed to share so as to create a common identity. The client was put in the center and the professional methodology was enlarged from training to organizational development and personal coaching.

The support staff in the office was fully involved in the change process. They created a new billing and finance system, producing better numbers and insights. They supported new incoming colleagues to find their way in how the company works. After a while all colleagues had shares in the company and were co-owner of Innotiimi. They appreciated a horizontal leadership approach and did not need any vertical, hierarchical leadership or management.

In a way for this kind of company, the sequence of the different kinds of company processes turns around. Where in the production company we have the basic routines, we have the problem-solving processes and above those two we create change processes, here in the consultancy and training business, the change and innovation or development process is the basis and that needs a horizontal infrastructure and the organization to be seen as a land-map. The professionals are the leaders representing the company fully before the client. Sometimes problems that have to be solved arise, mostly between colleagues and sometimes within the support systems. On top of that there are certain routines that the professionals and staff should follow such as in the billing system or in the process of initiating new colleagues. The leadership for the whole should ensure that the whole is in some kind of healthy movement and they should only intervene if the business is not developing anymore. Especially the well-being of the professionals is to be cared for at all times. As soon as a colleague starts to complain about anything, one can notice that this colleague is not fully present in the process anymore and is looking for a way out and moving towards some other destiny.

Let's have a look at how horizontal leadership is working in another type of organization, namely the service sector. We take a look at a hospital in the Netherlands.

Hegel: Consciousness is on the one hand the consciousness of the object, on the other hand the consciousness of oneself: being conscious about what is the truth and being conscious that we are aware of this.

The hospital in the Netherlands

I was invited to consult at a Dutch Hospital in The Hague. There had been consistent conflicts between the managers of the departments and the doctors/specialists regarding fundamental and also practical differences in opinion and behavior. The CEO of the hospital had tried to solve these conflicts but did not succeed in doing so. When we met and dialogued on this issue I suggested that we should have a look at how the departments were organized and how the management of the department was dealing with it and was cooperating with other department heads. A first short investigation showed that the conflicts were of two natures:

There were no clear boundaries between departments and in some of the departments the manager and the leading doctor had differences in leadership style which confused the people working there.

For the first issue we analyzed the hospital using the land map tool. Like for a country or region there is a land map with cities, villages, roads, woods etc. One can make a land map like this for an organization. We used the floor in the director's room and laid out the departments on the floor. It looked like a kind of constellation. Who is close to each other, who is far away? Where are the conflicting boundaries? It became a rather chaotic picture. Next, we dialogued on what kind of intervention could be made to give the organization a clear structure in which the processes could flow better across the boundaries of the various departments. We put departments in a different spot on the land map and we opened some new roads and closed some others. It was amazing how with a few interventions the land map became clearer and better structured. Together with the department heads we repeated this exercise and we came to the same kind of interventions. The changes were made and it had a clear effect on the functioning and performance of the hospital. Conflicts diminished, cooperation improved.

The second issue was much more emotional. There was dual leadership in the departments. A manager and a chief doctor led the department together. The

manager would take care of the organizational conditions and the chief doctor would lead the professional process. In some departments this worked fine, in others it did not function at all. In some sessions with the director, the department manager, the chief doctor and myself we dialogued on what was making things difficult in this department. The doctor was dissatisfied by how the manager defended the interest of the department in front of the others, especially concerning the money and the investments and the number of clients attracted. The manager was dissatisfied with the professional reputation of the doctor and of the department processes that were too slow and not client oriented. To give these individuals a chance to improve we connected them to another manager and doctor in another department to share practices, solutions, ways of working, ways of communicating and involving the people. In some cases, there was a training program provided to the department professionals, in some cases the work processes were analyzed and improved. In two cases the manager and/or the doctor had to leave their position and someone else was appointed.

During the processes of change there were a few common meetings in which director and department heads or department heads and doctors together shared the progress of the process. We trained the department heads to work with the beacons in their leadership and also the doctors in their cooperation with the professionals. They learned to ask themselves some questions like: what do we want to achieve, how is the steering principle working, what is our leading image, how are the work processes flowing, why do we spend the money on these themes and not others, who is in what role, how do we cooperate? Asking these questions sharpened the observation of the leaders and enabled them as horizontal leaders to guide their people in the process.

One peculiar thing arose out of this change and OD process. It was agreed upon by the management that the patient should be at the center of all our attention. The value of the whole organization should show itself in the client process. We called it the core process.

When people started to look more precisely at how the client was treated during the whole process they were confronted with cases in which nobody really could explain why this patient was still in the hospital. As it seemed to be

a real issue in many departments, the director decided that every Monday morning the director team would investigate client cases that were brought forward from different departments about unclear client treatment and the directors would decide on the spot what should happen with this patient. This started a process in the hospital where all departments started to be more aware of what is happening in the client process and this stimulated the cooperation between the manager and the chief doctor.

Another peculiar event was the description by one of the doctors who was treated in his own hospital. He described in detail how the hospital was handling his case and that was a shocking affair. He had to continually steer his own process because the hospital staff did not really communicate with him about the process and the steps to be taken. The human creation is not perfect as we know but here was much room for improvement.

Opposite this case was the case of the emergency department which rearranged the work processes in such a way that the patient, coming for urgent treatment had a minimum waiting time. This was due to a change in the way the people did the administration. It was no longer done before the treatment but after; in addition, some other changes in the work process gave a much better flow for the patient and for all involved.

Working with the beacons helped the leaders to find creative solutions to problems that had already existed for a long time and had not been dealt with adequately.

Another example of a service company where the regional leadership as horizontal leaders has been working with the beacons in times of transformation is British Telecom.

Nietzsche: Did you not know? In every act you do, the history of all that happened repeats itself and is shortened.

The British telecom company in Great Britain.

British Telecom(BT), which was a governmental company, was privatized. From a governmental culture it had to change to a more businesslike culture. That was not an easy job for top management. They started big projects that

were supposed to help the company to make this change happen. Directors and managers in the different regions were skeptical about these big projects as the projects took a lot of time and energy and they could see no results.

A colleague of mine named Mario, who worked in Great Britain and was a consultant for some BT regional management teams, asked me to support him in helping these teams to deal with the changes themselves. He was enthusiastic about the beacons for change and thought that might help the teams to act themselves.

Coming to Great Britain and meeting three of these managers Mario and I suggested to them to do a one-year process and invite their colleagues to participate and we would meet this group of managers three times to give them impulses for handling the change. They agreed and we organized the first three-day session.

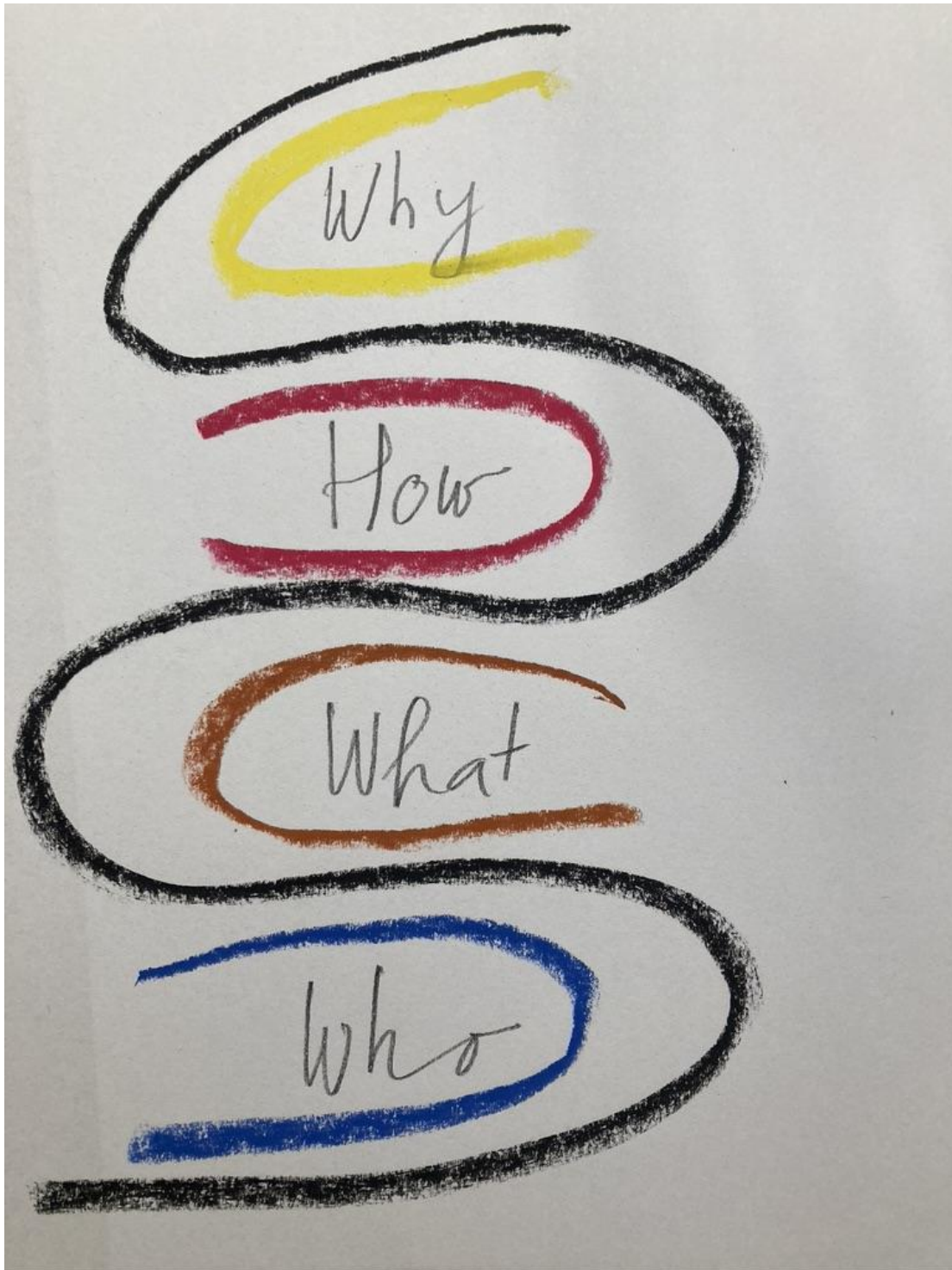
Twenty managers who were leaders of the regional management teams showed up.

After meeting and sharing intentions and expectations I gave a short introduction on the beacons and then we divided the group into smaller teams. In these smaller teams they dialogued on the question of this change and they concluded that the key to success would be a change in the kind of leadership. Not these big and complex top-down projects, where manager were put under pressure, but a much more self-steering process where the managers and the management teams would be allowed to find ways of realizing this cultural change. We explored a few ideas about how one could go forward in the region. Key elements were: defining the issues, looking for the process owners for change, formulating the goals and steering policies, designing the first steps and mobilizing the tools for doing that. This group of managers designed a few change processes for their regions on urgent issues. The manager for the London area brought up the issue of public telephones not working on the railway platforms and the frustration expressed by the public about this. This was a year prior to the first mobile phones entering the community. In this process the manager of a region up north offered his colleague support. He brought a bus full of specialists to London to help repair the telephones in the many railway stations in and around London. During a weekend they worked together with the repair workers of the London area and

by the end of the weekend most telephones were working again. This was noticed by the newspapers and they published their surprise about BT being able to handle this now so quickly as a shareholder company.

A special surprising element in the training and learning process with these 20 managers was our idea that there is a difference between steering policies in the mind and steering policies in the doing. One of the participants declared that the most important people were his staff members and groups of operators doing the work. When he analyzed his work schedule, he concluded that he was in many meetings with managers, traveling a lot to the main office, meeting company managers as BT clients but he was seldom with his own people. He was awakened by the sentence: your priority = with whom you are busy spending your time = your “done” steering policy. This example brought the colleagues to investigate what we called the “done” policy and if this “done” policy was equal to the expressed policies. They saw differences and at home started to communicate and show more the “done” policies and in what sense these policies were working and if they needed to be changed. This formed the trigger for the culture change. The world of the managers and the world of the workers were hardly connected in the operations but when it is about change they need each other.

The beacons steering policies or steering principles and the way the work processes were organized got the attention and changes were mainly needed on this “How” level.



Four different levels

We discovered that these beacons for change were positioned on four different levels.

The first level is the who level: **who** are the persons to deal with the question, who are the process owners, decision makers, experts.

The second level is the what level: **what** are our goals and targets and indicators and **what** are the roles and responsibilities of the people involved in the process.

The third level is the how level: **how** are our “done” policies and expressed policies in sync and **how** are our work processes organized and are they flowing.

The fourth level is the why level: **why** are we doing this, expressed in the leading image and **why** do we want to invest to make this happen.

Out of these beacons the initiative taker or process owner can make a road map of the process to be followed and also use these beacons to evaluate the steering of the process and adapt the steering on these four levels when needed.

This group of 20 BT managers created amazing changes in their regions that were immediately effective in the workplace. The big top-down projects that cost time and money did not deliver concrete results but they kept the top management occupied. These 20 managers experimented with horizontal leadership by connecting their own reality with that of the colleagues and helping each other to find the right steps to bring about the change.

During this process with the managers we had touched the interest of a group of professionals that were expected to support the staff in the regions when people were not performing well or teams did not function well. Most of them were educated psychologists that use their intervention techniques in concrete cases of conflicts between people. This group of professionals was looking for new opportunities and new ways of working as they had seen that their repertoire was too limited to really be a help for a working community in change.

We offered them a development program that was similar to the one we used with the managers. This consisted of some common days to explore and then in between applying this in the work practice and doing common evaluations and reflections on the workings of this in the practical application. The key change in the way of working was that the BT consultant would not try to find solutions but that the professional would help the client to find different ways themselves to deal with the issues. That created a new dynamic and a new role

for these professionals. It was however a struggle to overcome the fixed opinions that the psychologists had about human beings and how the psyche or soul was working in the working environment. The continuous interpretations had to stop and be put aside for a while to open up to the ideas of the client and the way the client could move forward with these difficult issues concerning the way people would create the well-being themselves or otherwise end up in mixed-up situations.

It turned out that the combination of a regional managers change-process and a group of internal consultants change process could be linked very well with each other in the different regions as they started to use the same methodology for dealing with issues. That brought a change in leadership culture and a fruitful cooperation between the two. The people in the company got really involved in the change processes as the manager/leader and the consultant started to act in a new, more horizontal way with the working staff.

This methodology we describe here in this book cannot only work fruitful in companies but can also be used for development of societal areas like education or healthcare. Let's take the example of the Waldorf School area development in Israel.

Kierkegaard: The appearance does not show anything remarkable, but only when I look through it, I discern the inner image, which is the image I want to show, an inner image, to fine to become visible on the outside, as it is woven out of the tender moods of the soul.

The Waldorf school movement in Israel

The beacons for change and development cannot only be used for organizational development and change but they also work well for steering developments and change in a wider field in society. A nice example of this is the development of the Waldorf School movement in Israel. In Israel you can find all that human beings have created and formed in an institutionalized way. There are all the varied church movements and religious beliefs, there are the political confrontations, there are all the modern businesses like Facebook, Google, Amazon, there are the computer geniuses. From the most

traditional to the most modern communities, they are present in Israel. Next to these institutionalized organizations there are the invisible but very meaningful developments and movements based on the personal initiatives of Israeli people. One of these development movements is the Waldorf School development. Parents of all the different communities choose the Waldorf School for their children. They started to see that in this education the child is being treated as a social, cultural, artistic and intelligent being. All over Israel one can find Waldorf Schools now and the responsible people being teachers, Board members and parents give their energy and support to this school movement. A few years ago, some of the leading people in this movement thought it would be time to have a look at the next ten years and where this movement should be heading. In a certain way the development, that was so powerful over the past years, got stuck a bit and there was the question of how to get new impulses to stimulate the needed change and development. Some of the pioneers had the leadership for many years but there was the feeling the movement needed new leadership.

We were asked to help the Waldorf School movement to create a process in which the new could appear: new people, new ideas, new meetings, a new infrastructure. With three initiative takers we designed a process with the help of the beacons. What is the issue, who are the people to be invited to participate in this process as process owners, what should be reached as a goal, what is the time span for the process and what would be the rhythm in which the next steps could be taken? In first dialogues there appeared 6 fundamental questions such as: how to integrate the teaching of new Waldorf teachers in schools, how to cooperate between schools on issues like pedagogics, finances, parent involvement and societal interests, what kind of infrastructure is needed for the future, how to cooperate with the general educational system representatives, how to strengthen the Waldorf impulse and how to create the central organ to coordinate the movement. Groups of people, process owners, went to work on these issues by dialoguing with people in the field. After half a year there was a first gathering in which findings of the different processes were presented by the process owners to a wider public. It became clear that the future of Waldorf Schools in Israel would depend on the way the leadership in the schools would be able to steer the

schools in their development and to refresh the impulse. The most important progress was made because of a continuous dialogue between people of different generations and in this process, there appeared the new leaders of a next generation that could express their vision and mobilize their generation to carry this Waldorf School movement further. A big step was made in rearranging the way people from the schools in different roles and responsibilities could meet. Groups were formed like a group of school leaders, a group of school administrators, a group of school parents, a group of school teachers. These people could meet regularly and share issues, experiences, new solutions and next steps to take. From time to time during the year a general platform was organized as an open space context where people could get a view of what was going on in the whole of the movement. This process was led by the new generation of leaders with the support of 2 pioneers that were still active in the movement.

Working with the beacons was experienced as a great help to work in a systematic and dynamic way on real important questions and through dialogue make things visible and find next steps to take to make change and development in the movement happen.

Waldorf schools are now present all over the world. There is a worldwide network of contacts between people who want to support this movement. The experience of the Israel movement was noticed in the worldwide network and many other school leaders in different countries wanted to know how they were able to handle this country wide process. As this process was based on a clear methodology, it was possible to share the process and what has made it work so far.

First of all, the process was handled as an initiative process and not a functional process. Three initiative takers wanted to do the process with the help of the beacons and using the underlying philosophy of horizontal leadership. A key element in the success of such an approach is the role of process owners. They are leaders that take care of the process, take the steps with the people they have mobilized by a personal invitation, doing research and experimentation and slowly the real questions and issues appear, the right people appear and they form the stream in which new things can happen without being destroyed by the existing system. Process owners deal with

setbacks and find new ways of making things happen. They have a guiding star and a goal to be achieved and they have the personal commitment to arrive at a new state of being.

A second element for success is to do the process together with the people that are working in the practical reality and do that from the start in good dialogues. When people speak with each other about the issue the question arises “what can you contribute and what would you like to do in the context of our common process”. One should avoid to have people who are only interested in looking into but not willing to enter into the process.

A third element is that the process connects to the real owners of the process and that are the Waldorf Schools themselves with teachers, parents and children and school leaders and administrators. Also, it is important to connect to the wider school movement in Israel and not only move into an isolated position and not being in touch with what is going on in other school areas besides the Waldorf School area. In this case there was real interest by the nationally responsible persons in how the Waldorf School movement contributed to the well-being of the larger Israeli society and this showed itself by regular visits of ministers and public figures in Waldorf Schools.

A fourth element was the creation of a horizontal infrastructure of organs that could take care of the different processes that were going on and see to it that results of the development process are taken in by the schools themselves. These organs like training the teacher, financing and administrating, pedagogics and child psychology would concentrate on different key aspects of the school process and see to it that schools learn from each other and that the school leadership is in touch with these new developments and contributes to realizing them.

A fifth element is the connecting to the original school impulse and philosophy behind the Waldorf School movement and institutes. It is not enough to only remember the first impulses people brought at the start of this movement in Israel but it is important that new generations can recreate this impulse in connection with the time spirit so that the impulse is alive in the soul of the people involved and not just a dry memory that has been repeated for many years.

A sixth element is the consistent research and development on all aspects of the school being, the permanent learning together of teachers, parents, children and employees and to master the differences in vision and opinion one meets in the creation of the schools and find ways to make them fruitful in the further development and the creation of needed changes in the way schools work.

A seventh element is the strengthening of the leadership capacities in all people involved in the school. The leadership of the teachers and the leadership of the children, the leadership of the parents and of the administrators. Through this leadership we do not become consumers of what is there created by others but that we become our own entrepreneur taking responsibility out of freedom to contribute on the basis of our personal talents and gained wisdom and do it in dialogue and cooperation with the others.

John O'Donohue: The heart of all creativity is the waking up and flourishing of the individuality. To live according to the call in ourselves, to become that what we have dreamed to be. In the original sense, it is the call to discover and realize the Godly blueprint in the soul. This is where true freedom awaits us.

Beacons for change

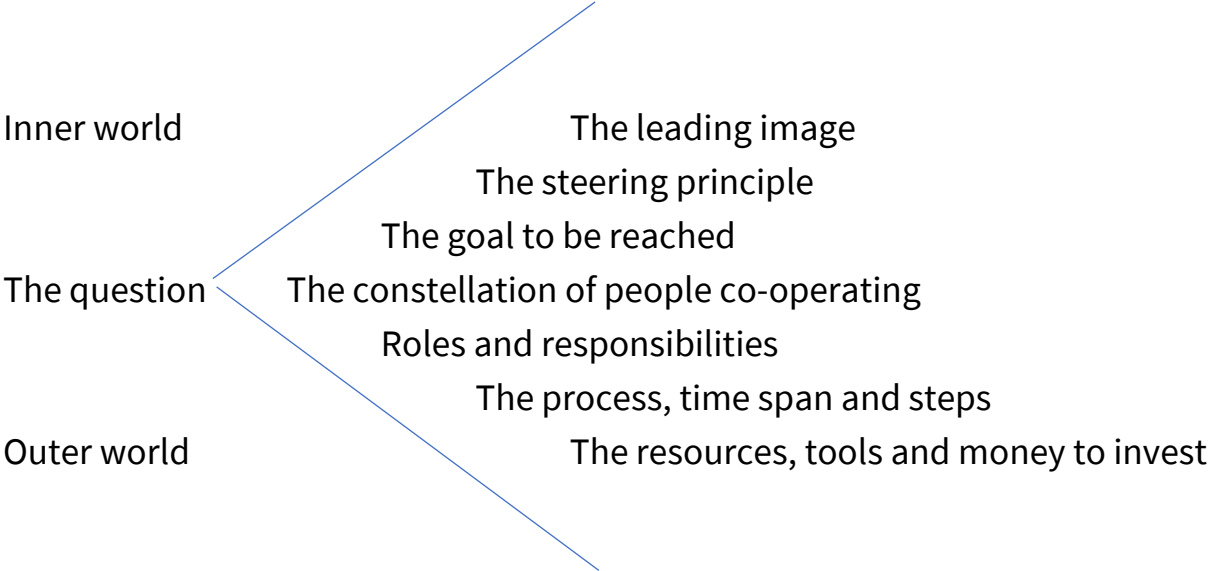
To find a path for making change happen, for opening up so that the new can enter, for transforming the old into the new, we need some orientation points as we have seen in the examples and we have called them “beacons”. They are like orientation points for the captain of the ship to follow and to find the right route to reach the goal.

We can picture these beacons in a certain shape and show how these beacons connect to each other.

In the middle we find the question, the issue and the constellation of people to deal with this question and how these people cooperate with each other in certain roles. We have the role of the carrier or process owner, the role of the supporter, the role of the decision maker and the role of the expert.

On the one hand we have beacons that represent the inner world of people and we have beacons that represent the outer world of people.

For the inner world we have the beacon of the goal, the target, the result we strive towards and that we want to achieve. We have the beacon of the steering principle that guides our actions and we have the beacon of the leading image that guides us through the process as the essential idea we want to realize. For the outer world we have the beacon for the different roles and responsibilities and how these take care of the process. We have the beacon of the concrete process as we have designed it, the time span and the next steps to take. We have the beacon of the resources, the tools to work with and the money that we can invest.



If we do not care for one beacon then the whole process will suffer. If the beacons are not in tune with each other than the whole process will be unbalanced. If the people in the process have no role consciousness the process will quickly become chaotic. If the goal we want to reach and the time span we take for achieving that goal are far removed from each other, then the process will stagnate. If the guiding star is not inspiring and in line with our steering principles we will quickly end up in endless discussions.

With the help of these beacon questions we can design our initiative and we can monitor and evaluate our initiative. Like the cosmic planets are orientation points for the earth movement and earth development of the human soul, these beacons can help us to steer our life and to find the next steps in our

development as a soul being. To make that happen we need a good infrastructure in the organization that carries the whole organization into development. In the next chapter we will explore this.

Viktor Frankl: To live means in the end nothing other than to carry responsibility for the right answering of life's issues, to fulfill the tasks that are given to all of us, the fulfillment of what this hour in this moment requires of us....Never can we give in a general way the sense of our life, the question about the sense of our life can never be answered in general ... no human being and his destiny is comparable with that of another human being, no situation repeats itself. And in every situation the human being is called upon to relate otherwise.

Phases of the change process

As we have described the tools for steering change it might be helpful finally to describe the dynamic of an initiative process or change process.

We have described already three type of processes: The maintenance process, the problem-solving process and the change/initiative process.

In the maintenance process we jump from observation to action. It is often the routine we follow, it is a repetitious acting based on what we observe is needed. Sometimes we have to replace things.

In the problem-solving process we have to take it a step further. We observe that there is an issue we have to solve but we do not immediately see the solution. So, we need to do some investigating and then we have to mobilize some expertise to solve the problem. Problems arise if our performance is not up to the level we want it to be and we do not immediately see what step to take to make the improvement happen.

When it is about change we have to go even deeper to find the path on which the change can be brought about. That is the initiative process.

Here we have to take three steps: observing and analyzing the issue – we have to come to some decisions – we have to make the interventions happen.

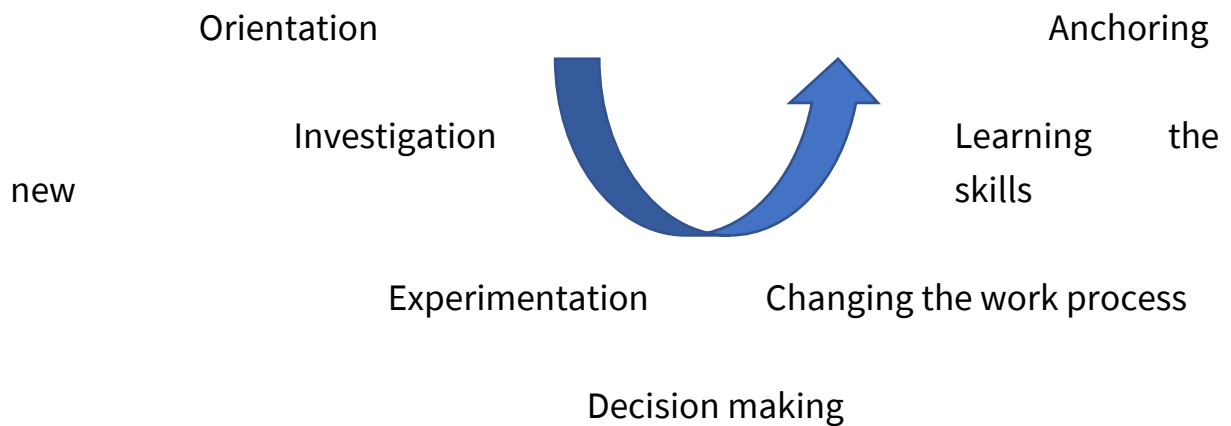
Maintenance process:

Observation → Action

Problem-solving process



Change and initiative process



The maintenance and problem-solving processes are quite familiar to us, they happen all the time. The change and initiative process however is much more complicated because we ourselves are part of the change. We also have to change ourselves and find a new and different connection between outer and inner world. If we try to jump directly from the change question to the implementation of the answer we will discover that it is not really an answer

that will work over time but we will be back soon to the situation as it was before we made the jump. Change takes time.

Let's go through the 7 steps in the threefold process:

1. going down and entering inside the change issue –
2. Coming to real decisions to enact the change –
3. Implementing the wanted change in the work processes, in our skills and anchoring the change in our way of operating.

In going down and entering inside the change we notice that to begin with, we have to open ourselves up to the reality that there is a change issue and that we want to deal with this change question and start our initiative. It can take a long time before we are ready to deal with the change. We might even try to avoid it till the moment that the phenomena show us there is no escape other than to face the issue.

After this orientation we move to the investigation. We start to dialogue with people on the issue and then we discover that the issue changes and we become more part of the change. It is the movement that at first we describe the issue outside ourselves and through dialoguing with others the change issue enters inside ourselves and we become part of the change.

In this transformation of the change question/issue we start to see opportunities to do things in a different way and we want to try this out. We go experimenting and again the question changes and we see it from different sides. At times we succeed to really do something in a different way and we see that it works much better and makes more sense.

Based on these experiences and gained insights, we are ready to really decide to change and go down a new path. These decisions are not only "I decisions" but they are also "We decisions", as the change impacts quite a lot of people in the company. The 'we decision' gets power when it is based in 'I decisions' of the people involved in the process. Having gone through the first three steps the decision has grown inside us and we are convinced we can create the change and make things better. In the decision-making phase we go through a process of evaluating what has happened and what was done and then we can come to a judgement building about what we can do to make it a substantial

part of the being of our company and our ways of working and so we find a basis for making decisions that form a solid basis for the third phase. In the decision-making phase the different components of the company like the management, the work counsel, the functionally responsible people are invited to deal with the results of the first steps being taken in making decisions, to take it in and start to work with it. Even external components like the labor union or local government can be part of the decision-making process. It is about building the bridge between the existing system and the new impulse to be given.

In the third phase we are going to transform with our newly found steering principles the work processes, the strategic vision and the constellation of people in the different roles. We make interventions in the work processes, arrange learning programs for discovering the new and developing the right abilities to handle the new. It might be that people have to move to different positions in the company.

In the third phase we do the hard work to really change and that is to change the work process, change the systems and change the structure including roles and responsibilities that means also that we change our steering convictions, our actual steering principles and start to live and work with new steering principles. Making interventions in the work process enables us to change our behavior and that happens when we can do this in a conscious way, being aware of the change in the steering principle that direct our actions and that underlies the new design of the work process.

Acting in the new process we see that we have to learn new skills and develop different parts of our way of performing, new insights and attitudes. That require action learning, getting familiar with the new practice.

Finally, we have created the new and have to formalize this and anchor it in the operational existence of the company. That is where we start to maintain what has been created in the change process, the initiative process.

We have experienced time and again that this kind of change process cannot be done in the existing operational context as it is this context that is also changing. We need a special infrastructure in which we can do the change and initiative processes. This infrastructure is the basis for all people involved to

act out of their own leadership in the change process. It is not about functional behavior but it is about personal behavior and the personal commitment to make things work well in the change process.

In all the examples we describe in this book, one can see in one way or another that this process went through these different phases. If you try to skip one phase, then it will come back again and again till you take care of that phase. What is fascinating is that in each new phase, very quickly the earlier phases are repeated, are relived so to speak before we enter the new phase. Sometimes you have to go back as we did not get to the right point for moving on. That shows itself by the confusion in the community of people that are involved in the change process. The continuous factor in this is that at all times we make the sense of the thing conscious and use the beacons to reorient ourselves if things are not moving on.

Reflections on the role of the consultant in the described client processes

As a young consultant, after having experienced for eight years how to handle change processes in the Shell company and after moving to the NPI, I was very ambitious to help the client to deal with his issues in a constructive way. I was frequently being pushy, trying to convince the people to do as I recommended but by receiving some feedback from clients and colleagues I started to think about what to change in my own behavior. My commitment and moving into the client's reality were seen as a strength and very much appreciated by the client but in the situation, I should work more out of an inviting gesture than out of a pushing gesture.

A first key element in this was asking good questions and listening to what the client is doing and telling me and then sharing ideas about different ways of approaching the reality. When I was sitting next to the client and we observed and dialogued together, based on shared observations, it turned out to be much more productive and creative than sitting opposite my client trying to convince him.

A second key element was to concentrate more on the how and why question than give the what question all our attention. In the how and why we enter an area where a personal touch and commitment is required. I noticed by doing that, that I leave the traditional consultant role and join the leadership role of

the client in the organization. One becomes part of the community but in a special role, a horizontal leadership role. I would describe that role as a mix of being a company doctor and a company soul companion. It is the expectation that I could help in dealing with difficult issues and situations where there are no easy answers and one should look for the path to move on and progress further. It is also moving along with your client even when you fear it may not be the right path to follow. At a certain moment that will present itself and one can share the need to change the way we are moving and take another path. A third element is giving full attention to the common reflection at times about how things are going, how each one feels themselves in the process, feeling comfortable or having serious doubts as to whether we are on the right track. We reflect on the next steps to take and encourage each other to take that step and see how it works and whether it brings us further. A fourth element is the growth and development of the client and myself as human beings and as professionals. We all learn all the time and try to improve our approach of and behavior in the situation. We gain more inner security that we are ourselves on the right path and that we fulfill our destiny call. A fifth element is to experience the freedom of the role and position you are in when you are with the client and to act out of love and respect for the biography of the company, your own biography and the biographies of all the people involved in the process of change and development. You are fully in the process but you are not a direct part of the operational power structure of the company management. All has to be done on the basis of an inner conviction by you and the people that it is the right step to take.

Looking back on fifty years of practice, study, publishing and teaching I can conclude that the path I took was a big surprise to myself as I could never have imagined as a young man this would be the path I would take. I stayed committed to the theme of my life and I was moving in many different situations and positions to support others to work with their impulses, doing the good and learning and developing themselves.

In the next chapter we will describe how to create a special infrastructure in the company in which change can happen.

Chapter 4: Creating an infrastructure for change

Kant: Only that which is bright and can be clearly seen, may be accepted as 'real'. Knowledge is the result of a cooperation of sense(ratio) and experience, besides, our knowledge is the consequence of an ordering of sensory impressions by the categories of the mind.

The human being is able to base his considerations on the ratio alone and that is what he should do.

The human being is a being that can act, not in another way than out of the idea of freedom.

We explore in this book horizontal leadership. We have described key qualities of horizontal leadership and indicated the tools and the kind of process to be used to make this horizontal leadership work. The third element we will explore in this chapter: what is the organizational infrastructure we need, for creating a solid base for this way of horizontal leadership?

Vertical and horizontal

We are used to seeing organizations as vertical structures. The top – the middle - the base, they are a common phenomenon. Also, we have seen that organizations have become differentiated positions and functions on the basis of specialization. Out of this we have seen the rise of departments in which teams operate and, in these teams, we see people doing their task and fulfilling their function. Connected to the function and position of the person there is also a salary structure and functional extra rewards. This forms the basis for the operational activities of the company. It is the role of management to make this work and it is the role of the professionals to do the job. To make this work there is power and discipline needed. It is a process of push and getting to results.

What has been striking to me is that this format/principle has become dominant in the organizational existence nowadays and it is evident all around the world.

However, the life of an organization is happening in the processes and in the lively interactions between people: the process and interaction with the clients and suppliers, the process and interaction between bosses and employees, the process and interaction between owners and managers. It is there that we create the added value and that the vision and mission of the company is realized.

What makes the thing complex is the continuous stream of smaller and bigger changes needed to keep the organization alive and the people in it as well. However, we struggle to make change happen in that we try to use the same mechanisms that we use in the operational side of the organization.

The operational side of the organization can be characterized like:

She is output oriented

She works functional

She works hierarchical

She is action driven

She works with fixed standards

She has to be in control

She needs professional discipline

She is driven by systems

The development side of an organization can be characterized by:

She is input oriented

She works personal

She works on dialogue

She is reflection driven

She works with specific guidelines

She has to be in movement

She needs creative cooperation

She is driven by personal impulses.

This means that an almost opposite way of working is needed to change and develop the company versus to operate the company.

Instead of a vertical structure one needs a horizontal infrastructure to support change and to make developmental processes work successfully.

What can be the basic outline of this change and development infrastructure or architecture?

First of all, there are two lines of development to care for: the business line and the organizational development line.

When it is about the business line development we can focus on the following dimensions:

What are our key values and how do we work with them?

What is our mission and vision and how do we make them alive for the community?

What is our goal and strategy and how are we moving in the right direction?

What are the indicators to measure our performance and results and how do we use them?

What is the way we want to control the finances and the human resources and how do we make needed interventions?

Once a year (might be spring) the top management and leaders reflect together on these questions and monitor the health of the company business during a two -day session. This meeting can be prepared in a leadership dialogue with a selection of people out of the different parts and levels of the organization.

The result of these reflections is that we discover change and development questions around the way we work and the way we are organized. This opens the door to the second line, the organizational development line.

Once a year (might be the autumn) the top management and leaders reflect on the observed development and change questions especially on “how is the work process going, how is the community performing and developing, how are we serving the client and how do we co-create with other stakeholders, why are we doing the running projects and processes for change and development and should we make some interventions. Change and

development questions are formulated and process owners are selected to take them on.

Also, here the meeting can be prepared in a leadership dialogue with different employees of different parts and levels of the company.

All of this creates a good rhythm for the steering of the company. During the year there are moments to update what is happening, what bottlenecks have come up, what needs to be adapted in our steering. We learn from what has happened and we give direction to what we would like to see happen.

This gives the broader context, a horizontal infrastructure, for realizing the needed and wanted development and change processes. It helps the process owners and the people involved to find the way to co-create new realities.

Nietzsche: For us there is a goal, for us there is change, for us there are eras and periods. How could we also see the higher plans? We only see how from the same well, out of humanity, out of external impressions, ideas are formed; how these ideas come alive and take shape; a common thing for all of us, conscious, becoming a feeling of duty; how the eternal drive to produce is processing this as matter into new ideas, how they give shape to life, rule history, how they influence each other in the battle and how through this mixing come forth new shapes. A fight and waves of the most different streams with ebb and flow, all towards the eternal ocean.

Let's explore the basic characteristics of this horizontal infrastructure.

The main parts of this horizontal infrastructure, which is basically a timeline infrastructure, can look like this;

1. The decision maker formulates the change question and chooses the process owner(s)
2. The process owner(s) choose the people to be involved in the change process
3. In regular meetings the process owner meets the people that are active in the change process and the decision maker meets the process owner at regular times to monitor the progress

4. The process owner stimulates the participants in the change process to do research on the question and to experiment with their ideas on how to deal with the change question
5. The change process proceeds step by step. Process owners document their process
6. The change to be made happens on three levels: the vision, the constellation of people, the work process.
7. The key findings in the change process are implemented in the operational organization by the people that were involved in the change process.
8. The change is a change in the inner world of people and their behavior as it is in the outer world and their processes, structures and systems.
9. The change happens on the basis of the personal leadership of all people involved in the process.

We will describe here three cases to see how this infrastructure supports horizontal leadership and how horizontal leadership supports the healthy development of the company.

The first case is a healthcare company looking for new impulses in community building between the client and the working staff.

The second case is about a small (25 people) bio textile producing company in Switzerland. However, together with farmers in India and Tanzania and the companies that turn cotton into cloth, this company is formatted as a more than 100.000 people involved construct.

The third case is our own company IMO. In 10 countries with 55 consultants we work fully in a horizontal infrastructure while using, when necessary, a very small part of the traditional management systems and structures to continue our existence as an institute and being productive and successful.

Community building in a healthcare organization

The chairman of a healthcare organization in the East of the Netherlands read my book “Being the pilot in your own life” This book describes eight fields of one’s personal life where one can be the leader in his/her own life. One of these fields is the creation of your community. I describe three types of community that one can participate in. The first one is the natural/cosmic family community, the second one is the organized community and the third one is

the personal community. As he was looking at his organization and the handicapped people living in the organization, he asked himself the question how the people in his organization not only had the family around them and the organization around them but can they themselves also create a personal community. The people working in his organization were quite familiar with dealing with the families of their clients and also to create the organized community around them but not so much on how to support their clients in building up their own personal community. In the first two communities one can act in a more formal functional way towards the clients but in the third kind of community one has to step in as a person together with your client and communicate on a personal level with each other. That of course could lead to problems as one can get mixed up with each other: client and employee.

The chairman decided to bring up this question in the organization and he selected 5 people and asked them if they were willing to research and experiment with this question. He asked me to give advice in the process of research and experimentation. In the team there were two employees who worked directly with the clients, two staff members who supported the direct care employees, one client family representative and the Chairman of the Board himself.

Over a period of six months the participants in this group did research and experimentation in the reality and at regular times shared their findings.

As a way of researching they practiced the biographical question, coming into dialogue with the clients about their experiences with the three kinds of communities. They found beautiful examples of handicapped individuals that were very capable of handling these three communities themselves. However, many clients were not able to do that by themselves.

The findings were documented by the process owners.

First of all, they discovered four principles that guide the community building process:

- *A life full of meaning* only comes into existence in social interactions with others in our biography
- *three types of communities* play a role: the family, the organization, the personal community

- there are *different levels of community* that you are part of: the small community, the neighborhood, the region, the province, the country, the world community
- *a life full of meaning* will be strengthened by including and strengthening community *mechanisms* that contribute to a meaningful life in communities
 - to appear as a person, to be allowed to do so
 - we are all equal as a starting point
 - to develop an optimum playing together in the community
 - all actors show personal leadership

The process owners developed an interactive workshop that takes place in a space where the gained insights and findings are visualized. The workshop is used to share experiences, images and intentions further and dialogue about this in the organization. They did some pilots with invited people to try it out by having different people in different roles in the process.

They work with pull and not with push. People are invited to research this question of the different communities and how they can be strengthened for clients and workers. They hope it will become an important dimension in the dialogue and cooperation between the clients and employees.

It has been a longstanding issue in this organization how familiar an employee should get with a client living in the organization. Where are the boundaries and where are the open spaces in which one can really meet each other as a unique individual person. In the experimental research employees experienced that the core element of meeting is that one can open up the soul and appear as a real individual towards each other. One should respect the autonomous being of the other, not making the other dependent on you or come into some kind of confusing relationship. These are characteristics of a healthy personal community in which respect, loyalty, freedom and enjoyment go together.

Based on horizontal leadership and using their tools it is amazing to see how, without any pressure, all are willing to explore and participate in the process as they feel safe and respected in their contribution and above all it gives a

feeling of sense and strengthens the willingness to be there and to be together. This process is fully based on the personality of those who are in the process, the dialogues we have with each other, the explorative steps people take by themselves and together. This fructifies the day to day routines and keeps the spirit high.

In an organic way the process finds its path through the circles of people that are connected with each other and are connected with the impulse this process wants to bring into the organization.

Viktor Frankl: The spiritual freedom of the human being, which cannot be taken away from him till the last breath, allows him till his last breath to find the opportunity to give a sense-full form to his life.

Another inspiring example of how to create an infrastructure for horizontal leadership in which development can take place is the Rhemei company in Switzerland.

Rhemei: The worldwide cotton chain out of Switzerland

A very inspiring example of horizontal leadership and horizontal organizing is the Rhemei company in Switzerland. Over a long period of time I have been cooperating with this company and have been impressed by their performance and the values out of which they work.

It is a well-known fact that the cotton industry is a very poisoning industry. It is dangerous to the farmers and the people that transform cotton into final products as it creates diseases in the human body. The cotton industry is run by some big companies that do not seem to be interested in saving the earth and the people from this dangerous way of producing. In that context I admire Rhemei as being the company that over decades created a whole chain of organic biological partners. Thousands of farmers in India and Tanzania produce this cotton for Rhemei in a biological poison-free way against a fair price. The cotton is taken by Rhemei and transported to local factories and European factories and then it is transformed into cloth and sold in companies like Co-Op Switzerland.

Rhemei employs only 25 people in their staff but in reality, more than 100.000 people are involved in this chain and make a living from it. The Swiss staff work as a process owner dealing with all the parties in the process, from farmers to sellers.

The local communities in India and Tanzania are supported by the Rhemei Foundation. This foundation has invested in healthcare and schooling for the local people in the area.

“We do not work for profit but for the well-being of people” is the motto. The pioneering founder Patrick has handed the company leadership over to two other Rhemei leaders, his son and a long-term female companion. They continue to save this impulse and find new ways to continue although there is enormous pressure in the cotton industry to destroy such initiatives.

Horizontal leadership is the key element to make this way of horizontal organizing work well. Through a continuous dialogue with the key players, from farmers to shops selling the cotton cloth, one tries to establish trust and help each other in difficult times. The cotton crop growing on the farms can be destroyed by the weather and other environmental influences and the companies that sell the cloth can change their policies and lose interest and the consumers can change their mind about buying biological cloth and all this influences the prices and the costs. It is the Rhemei staff who have to balance these interests and find ways to move the cotton through the chain in such a way that all involved benefit from it. Using the beacons for steering has helped in difficult times to keep the movement and the direction.

In the book, published about Patrick and his work, it becomes clear that his impulse is a biographical impulse. In his destiny he has taken steps into the unknown but always somewhere in connection to the cotton world. In himself he unites different inheritance streams that makes him a refugee on the one hand and a solid entrepreneur living in Switzerland on the other hand. Always when people tried to convince him that it cannot work, he puts in an extra effort and it comes thru. To stay loyal to your biographical impulse and transform this in your personal leadership gives you the continuous feeling that what you do makes sense and that a next step will be possible and also be realized.

Another fine example is our own company IMO.

IMO as an infrastructure for development and the IMO development process in China as an example.

After working for 8 years in Shell companies in the 1970's and experimenting with organizational development, I moved to the NPI – Nederlands Pedagogisch Instituut. The NPI was founded in 1954 by Bernard Lievegoed and colleagues. Bernard and his colleagues were pioneers in the field of OD. They developed concepts about OD and in the reality with clients helped them to tune their organization in to the time spirit. A concrete reason for Bernard to start NPI is that Dutch entrepreneurs asked him, Lievegoed being familiar with working with “handicapped youngsters” as a doctor/psychiatrist, how they could work with the new generation, the post war generation, that did not accept the old ways of working by the supervisors and owners/bosses in the company. Not only was this the start of OD in companies but also the start for instance of management training and the transforming of technical instructors into full swing trainers, opening a path for team development, project work, process improvements, social skills and leadership skills.

Since 1970 I have been part of this NPI - OD process movement and over the years worked in companies around the world helping the community to take the lead and change and transform the company and themselves if needed.

In 2005 I started “IMO – instituut voor mens en organisatie ontwikkeling”. I decided to arrange this institute in such a way that we would work completely out of horizontal organizing and horizontal leadership. We must concentrate on two key processes: the cooperation with our client and the further development of our methodology. We should not have an office building, because our office is at the client's place, we should not need office staff as we are independent IMO entrepreneurs and we arrange ourselves and our business, also in cooperation with each other. We work in country teams that meet regularly and we meet as a total community once a year for a week in an IMO country. In between there are zoom sessions as learning and sharing occasions.

In our website the people can find our mission statement, where we are, what we do, what we publish and how to find us.

This community of 55 IMO consultants in 10 countries is fully based on the pull principle and not the push principle. We live together in the processes we do and we share the way we do it and how it works for the client and ourselves.

The only really structured internal process is the introduction of new colleagues. During three team meetings we get to know each other and then a year of cooperation starts and at the end of this year the new colleague has entered into IMO or not. Then everything the colleague does in his professional life becomes part of the IMO community. One can lead a client company for a while, one can teach as a professor at the university, one can train people and be a consultant in a company. We all do this on the basis of our IMO methodology and through that develop it further.

The key words of this methodology that I called the “methodology of the evidential” are: creating a good process, doing this in dialogue and connected to the biography of the people and the company. We work on personal leadership, community building and the sense making. We cooperate with the top management, with the managers and team leaders and with the professionals. Change and development questions are the start, new steps to take the result. We co-create with our client lean, learning, living, leadership communities. In 350 organizations around the world these kinds of OD efforts are being made. Clients in different countries can meet each other in meetings we organize for them and us. We publish the results and teach students in this methodology in various universities in different countries.

Underlying this work is an image of the human being. We are a body, soul, spirit being. The human soul is the challenge as the human soul is not fully embedded in the natural cosmic processes. There is a free space to create as the philosophical introductions in this book show us. Organizations are the perfect manifestations of the human soul, they are paradox and need explicit sense making to have a sense. In my book “The Human Creation” you can find more about this.

A few years ago, IMO started its work in China. After a first introduction in China by colleagues of IMO, over time an IMO group was formed of Chinese Colleagues who wanted IMO to exist in China. Starting with two masterclasses on horizontal leadership, the Chinese people were introduced to the IMO

approach and started to practice some of it in their companies and also in their personal life. My colleague Cynthia is the team leader and she translated some of my books. She and colleagues took the initiative to share these ideas in zoom sessions. The conscious soul book with 13 chapters including exercises gave them 13 meetings in which they explored human soul development with their clients. More than a hundred Chinese people followed these meetings in groups. The book “Small guide to a fulfilled life” was also translated. It contains 52 short chapters and over a period of one year, each week a group of Chinese people together with colleagues studied one chapter together. Step by step more Chinese people were introduced to IMO and they started to create new opportunities for IMO consultants to work in companies on OD issues.

Training, coaching and OD are the three ways we work with clients on their questions. In China our clients expressed a great interest to know more about themselves and experience the human soul in the organized context. From a 5000-year-old-tradition about the human being and his creations, for them this forms a renewed impulse to concentrate on the essentials in a world that is fully materialistic.

As most clients around the world, these clients see IMO as an adventurous trip they are going on, working with this methodology on change and development questions, taking a personal step in their development and being able to meet others in different countries involved in the same kind of process and share experiences and insights.

Changing is not easy to do

As we can experience in our private life and in our work life, changing is not easy to do. We have become rooted in our habits, in our steering convictions, in our ways of doing and we do not like to give them up. It is through being confronted with a new reality that is in contrast with our existing reality that can bring us in movement.

A first confrontation is “looking into the mirror” and seeing that things are not working out like we would like to see. Opening up our soul, our inner world for something new to enter can be a battle and sometimes a painful experience. A second confrontation is to see how others handle situations, similar to those you experience, in a different way than you do and seem to be better equipped

to do that. Are we willing to learn from others and are we willing to experiment with this new element that wants to come inside us. The third confrontation is that you find yourself unable to do things different and you tend to fall back on your old repertoire. A fourth confrontation is that you start to see that you have to rearrange a lot more in your life than you expected in the beginning of the change process. Sometimes you have to make a big breakthrough and leave a lot of yourself, that you felt comfortable with, behind you. It is an open area you enter that has to be filled with new experiences, hopes and beliefs.

In 2018 I moved with my wife Jutta from Holland to an area in the south of Germany called the Black Forest. At the same time, I handed over my leading role in IMO to the IMO Board and my colleague Jutta Hodapp. These two moves brought me in a totally new situation. I describe it as: “I have moved from a smooth surface on a four-lane highway to struggling to move on a sandy path”. I found myself in a new home in unfamiliar surroundings. As I experienced it, I moved from living in a free space in Dutch society and traveling to my clients and colleagues around the world to being fixed in rather conservative surroundings with people I do not know and could not share with that what is living in me. Pretty soon Corona came and a bit later long-covid started causing infections in my legs and arms. I was in a lock down situation that now has already lasted for more than 2 years of my life. For my body and soul, it was a next confrontation not being able to move much and slowly getting stuck. I really had to start to find a new way to create the sense of my life. It feels like being older and not anymore having that energy and inspiration that I never lacked in my life before. It is now even more my own “I”, my own spirit that has to take the lead and bring me forward to arrive in the new situation. A strong support of the wider family for going through this process has been a great help and step by step we arrive in the new situation full heartedly.

Like in a personal situation where change is not easy to do, it is the same in a company. It does not go in traditional ways we are used to, we have to find new ways and to be able to do that we have to create a different context in which we can start to reflect and act. We allow ourselves to open up to this challenge and are willing to do inner work in the process of change.

Ludwig Wittgenstein: Of that, about which one cannot speak, one must keep silent.

Chapter 5: Seven concepts for action

Goethe:

*Zwei Seelen wohnen, ach! in meiner Brust,
Die eine will sich von der andern trennen;
Die eine hält in derber Liebeslust
Sich an die Welt mit klammernden Organen;
Die andre hebt gewaltsam sich vom Dunst
Zu den Gefilden hoher Ahnen.*

*Two souls live, alas! in my chest,
The one wants to separate from the other;
One holds in crude lust for love
To the world with clinging organs;
The other rises with force from the haze
To the realms of higher ancestors.*

After we have described horizontal leadership by characterizing the four key qualities of horizontal leadership and indicated what tools are to be used and what is the right infrastructure as the context in which this can work well, we will finish here by indicating seven concepts for action that one can follow in your own practice as a horizontal leader to internalize key elements of this methodology of horizontal leadership. These seven concepts have played an influential role in the way I have personally developed horizontal leadership. They have helped me to develop the ability to lead in dialogue with others and they have given me a basis for my work as leadership consultant in my clients' companies.

These seven fundamental concepts we explore here can support you in the creative creation you want to do on the one hand and on the other hand they give you a guideline for how to stay in control as a horizontal leader.

They are:

1. Taking initiatives, creating new ideas
2. Competence development
3. Money steering
4. Constructing and formatting

5. Cooperating
6. Using Systems
7. Handling Meetings

I will start with describing how each concept came alive in me and then give you the basic outline that will enable you as a horizontal leader to start to qualify yourself in handling these seven concepts in practicing horizontal leadership. This will support you in applying some of the ideas and practices I have been describing in this book in your personal life and in the company, you work in.

Aristoteles: "When a view is true, all facts correspond with it".

Seven concepts

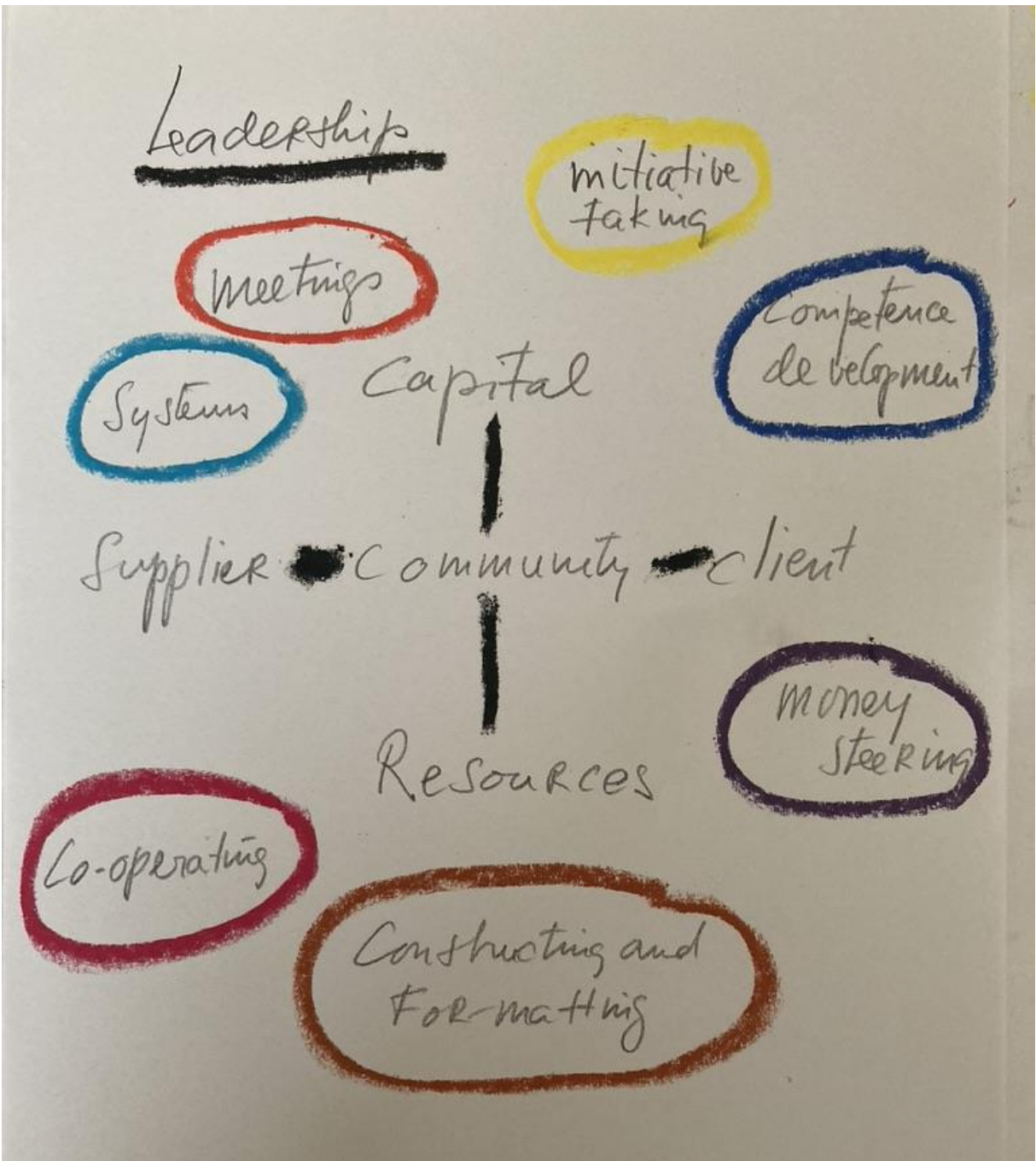
To create and construct something as a horizontal leader one needs seven concepts: the leading idea for taking an initiative, the ability and competence, the money, the context, the cooperation, the systems, the meetings.

The better you are able to handle these seven together as a horizontal leader, the greater the chance that you will succeed in creating something valuable that responds to a question observed.

Organizations respond to needs of clients by creating the right answer to the need. This process of creating requires creative concepts and these concepts require an investment of the responsible people and all is done in a favorable context together. In our horizontal leadership practice, we should qualify ourselves in dealing with these concepts and this in the first place by being able to observe this reality and secondly by being able to work with this reality and integrate this in our professional activities together with our clients and companions. It is not enough to use this as a method to apply without having deepened yourself in the methodology of this approach. When you are able to internalize this and make it your own than there is a good chance that it will work fruitfully in your practice as a horizontal leader. While practicing it will become more and more self-evident that this is a good way to create needed change and also for the development of your own personality as a basis for the work you do with others.

I will first describe how we can deal with creating and practicing new ideas, then how we can deal with developing and practicing new competencies and how we can deal with the money issue. I will outline a way of constructing and formatting organizations that create the context, I will say a few words on cooperating that creates synergy and added value, I will indicate the kind of systems we can use to support our efforts and finally say a few words on having effective meetings.

Working with these concepts as a conscious act, it will support the work of process owners that act as horizontal leaders in the company and making the needed change happen. It can support the initiatives of young entrepreneurs creating a new company. It can support company leaders to be aware of what it takes to make a change in the company happen. It can support the professional to take the lead in their own work process. It can help the leadership consultant to serve his clients in creating change.



Kant: “Man is a being who cannot act but from the idea of freedom”.

Concept 1: Taking initiatives, creating new ideas

My personal experience.

As a young boy, being born in September, I went to school one year earlier than other children. I was the youngest in the class but it was never noticed by the other students as something they could tease me with. In a certain way I was always very present in the situation without being dominant and wanting to be the first. In the family I was the third child of five and in between the older two and the younger two. That gave me the freedom to go my own way in the family, in school and later in the university. In school I took responsibility for some activities like ‘learning to speak in public’ or ‘learning to meditate and deepen the Christian impulse’. As a student at the Erasmus University in Rotterdam I was the co-creator of a new student political party that represented the students interests in light of the University policies. I became secretary for social affairs, had an office and a secretary while I was 18 years old. I also was very interested in spiritual/religious matters and became the chairman of the church counsel in The Hague, using my sociology studies to do research on the question of how your religious life could match the work life in the company. When I started to work for Shell I continued this attitude to take initiatives in situations where there was no real enthusiasm for this to happen. One of these initiatives was the start of a Foundation that would support small companies in the north of the Netherlands to do organizational development activities like training the supervisors in new leadership or improving the performance of the work processes and its staff members. Bigger companies had the resources to do so but the smaller companies did not have the people nor the skills to do so. This all happened next to my work inside Shell that I described a bit earlier in this book. Slowly I started to be conscious of this theme of taking initiatives that are needed but not very welcomed in the beginning. I discovered this entrepreneurial drive in me and also, I noticed that I was not suffering from existence fear but being a rather naive and optimistic person that just carried on even if there were ways that were blocked. The essence of this whole personal development I can characterize as living and

working on the basis of personal initiatives without being in a power position to make new things happen in the formal system but based on the process I was able to create with others within given structures to make new things happen.

The learning

Taking initiatives, creating new ideas starts with discovering an impulse in oneself as a horizontal leader that responds to a question or a need, observed to be alive in another person or persons. This discovering of an impulse in oneself as a horizontal leader, willing to meet the needs of others, can be the start of an initiative process that will bring this impulse, which carries a new idea, into reality.

Taking an initiative is adequate when something new is required to respond to a need that is not easily solved by existing answers and solutions. We have to create all dimensions of the social reality in a new and unique composition. That requires horizontal leadership.

The first dimension of this composition is creating the community of people to be involved in this initiative process.

- Who carries the initiative: the initiative taker?
- Who brings in the needed expertise: the expert?
- Who is going to decide, the decision maker?
- Who is the goal group that has the need we respond to: the goal group?

It is a unique constellation of people that undertakes this initiative journey. Each one acts in a specific role: the role of the initiative taker, the role of expert, the role of decision maker, the role of goal group members.

The rhythmic meeting between these people in their different roles is essential for succeeding in the creation of the good ideas and realize them in the social practice that one is confronted with.

Meeting the director of a fund, that supports financially new initiatives in the healthcare sphere, we dialogued on how to come to good decisions about what initiative to support and what initiative to not support. The director described cases in which his funding supported healthcare initiatives that in the end did not

come off the ground. Analyzing the initiatives that did find a way to exist, we discovered that the difference is that there is 'yes or no', a concrete goal group of people waiting for something to happen. The initiative takers meet this goal group in the process and people from the goal group contribute to the rising of this initiative by ensuring that what is done stays connected to the people for which it is done. The director translated this finding with the confrontative question to new requests: "Can you show me the goal group for which you want to do this", and this divided requests based on a good idea but not having actual people in need of this creation and also initiatives that have people waiting for this but do not have a real idea how to respond to the need of the goal group. This leading question as a basis for the horizontal leadership of this director helped to find the right initiatives to finance and support.

The initiative process has different dimensions we have to be aware of and take care of as horizontal leaders:

- The initiative takers are the process owners for this initiative.
- It is in the people that new things are born and this happens when they meet and dialogue in a new way with each other.
- There are goals to be achieved, images of results that we strive towards and these images will meet each other and start to create more or less common images of the new future.
- There are responsibilities that people in different roles take and carry through. They stay in their role, respect the other roles and act out of personal responsibility.
- There is a process that is done step by step. We reflect on the workings of our steps and in doing that find the next step.
- There are new steering convictions that we have to discover that can lead us in our doing and doing together. These steering convictions represent the basic values that we want to be leading us.
- There is a leading image, a motto, a key idea that we bring into reality.
- We invest through mobilizing tools and money for our actions.

One can apply this concept of taking initiative as a horizontal leader on an individual level, a team level, a company level, a societal level.

On a **personal level** you can use this concept for a personal initiative that meets a personal question you have not found an answer to.

On a **team level** the team leader can use this concept to design in the team the process for dealing with an issue for which there are no easy answers. In going through the process of analyzing, designing and doing the initiative, the question in the team will change and develop and as such create new opportunities for the team to change their own reality of practice in a fruitful direction.

On a **company level** the company leaders can use this concept in working with process owners that deal with strategic change questions. They can design and steer the process and they are aware of the different dimensions of the process they have to take care of.

On a **societal level**, new constellations of people can take up questions that influence our life quality. It offers a language that can help them to come together, start to understand each other and move together to a new stage of existence.

Examples

On a personal level there is for instance the question of time management. We lack time, we are stressed by the amount of obligations we have, we experience conflicts of interests as we are in situations we should not be in and we miss situations that we would like to be in. We can analyze our time schedule with this concept. First, we note down how we move through the day, through the week, the month, may be the year. We see a certain pattern and we ask ourselves what is the steering conviction behind our decisions on time spending. We design a new leading image and we redesign our calendar in a new format. We set ourselves a goal for how to deal with our time. After a period of time we reevaluate the done practice and reset the beacons we made in the first place. Step by step we move ourselves into a different pattern that responds to our needs in a better way.

There is a manager who struggles with his time management. We design his weekly schedule, look at the steering principles and come up with a fundamental change in the steering principle. The old principle was: "I respond to any

request”. The new principle is “I leave it to the other person and make a suggestion”. The new week was redesigned and now there is a good balance between planned activities and meetings and open space in which new things can happen. From day 1 it started to work for this manager and his surrounding community.

On a team level for instance we can design our team meetings with this concept. We analyze the practice of today and look at the phenomena. For instance, we start the meeting too late, we have too many issues, we discuss too long, we see no concrete results, we finish too late and so we are frustrated and dissatisfied. We redesign the process of the meeting. Who is responsible for leading and who prepares? What issues do we talk about and what results do we expect? Who takes what role? What is our steering conviction for how we want to work together in the meeting? How is the new design of the process of the meeting? How do we document and evaluate the meeting, evaluate our common learning for next time?

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

In a school all the teachers are involved in a weekly meeting. The meeting takes 4 hours and the teachers are sitting in a wide circle. Most of the teachers do not say anything during the meeting and some of them are talking all the time. Certain themes come back time and again and are discussed in the wide circle but no conclusions or decisions are made. After the four hours everybody is tired and they can't wait to go home. We diagnose the meeting and we make some changes. We see if the issue is just sharing some information, or having a dialogue for all to get familiar with the issue, or is it about judgement building or is it to decide together.

Instead of sitting in a circle for the different issues, the teachers work in groups so that all can express themselves and share. Conclusions are formulated and documented. The meeting is led by one colleague who is very competent in doing this. After the change in arrangement one can see a surprising result. Things go better, more fluent, there is a balance in giving energy and getting energy, themes are dealt with and resolved in a better way.

On an organizational level we can identify the change issues and look for process owners that are going to deal with these issues. The process owners design their process with the help of the beacons. By doing this they start to see how the process could be done. They find the first step to take and take it and see what the effects are. They find people who can help and support; this can create the new practice. They dialogue with decision makers on the issues and see to it that decisions are made and not postponed. These change processes are embedded in a special change infrastructure in which decision makers and process owners at regular times evaluate the progress of the process, the bottlenecks that were met and dealt with and they agree on the next steps to be taken. All people that deal with the issue in the practice are going to be involved in the process and they contribute to it by answering specific requests from the process owner.

With process owners in a Sparkasse we designed their change process together. We formulate the question: How to improve client relations, how to save costs and improve work processes, how to strengthen leadership and initiative taking? We formulate possible results that could be strived towards: The client takes more of our services in time, we first make the deal and then do the administration, the colleagues working with the clients have a wide range of offers they can make.

We formulate the leading principles out of which we want to work as well as the guiding star, the key idea to be realized: The profit we make out of the client business will be invested again in the further development of our local society.

We give each process a name: Client – Cost – Community leadership.

The first three steps are defined: Investigating the actual situation -finding the right people to contribute – doing the first experiments.

After a month we evaluate the first steps and redesign the process a bit.

After a while these processes seems to strengthen each other. In three-month time there are more then 250 persons involved in the processes. Results are transformed into management decisions to change certain practices.

On a societal level we can mobilize for a special issue, a special constellation of people that are going to deal with the issue. In a step by step process the

initiative takers discover in the goal groups the new ideas that live in the people of the goal group. They create situations in which these ideas can be explored and tried out. This can have the unexpected result that can influence decision makers to support new practices.

In the Netherlands there is a need for innovation in nurses training. The hospitals do it in their own way but the requirements of today are more than they can respond to. A new educational program at one of the Dutch Universities offers nursing education. The nurses get an official diploma and can work throughout the Netherlands. Two initiative takers started this process and guided it to its final result. It took three years and many sub-initiative takers were mobilized and they worked together in rhythmic process meetings.

Cusanus: "First you have to be aware that something is the first origin, and this is called 'Vernunft', reason, according to Anaxagoras: from this everything leads to being in order for it to reveal itself. Knowing this is the first point."

Concept 2: Competence development

My personal experience

Learning is an ongoing part of my life. As a child I liked to imitate people and comment on funny situations that happened which sometimes irritated my mother. In schools I must admit that it was sometimes a struggle for me to follow the lessons as they seemed boring or I had difficulty in grasping the subject and make progress. Often times I just barely passed the threshold to move to the next level. It was only after I was halfway through my studies that I experienced a bigger free space to create as we were invited to enter companies and do research there on issues. Here I noticed myself being inspired and creative and my performance in the university was raised to a higher level. At 21 I could finish my sociology study and move on. This continuous learning in the work situation created a good foundation for the things I was doing. There was a lot of experimenting, trying out new things and learning from the effects they created. As soon as learning stops you can easily get stuck and things become a habit.

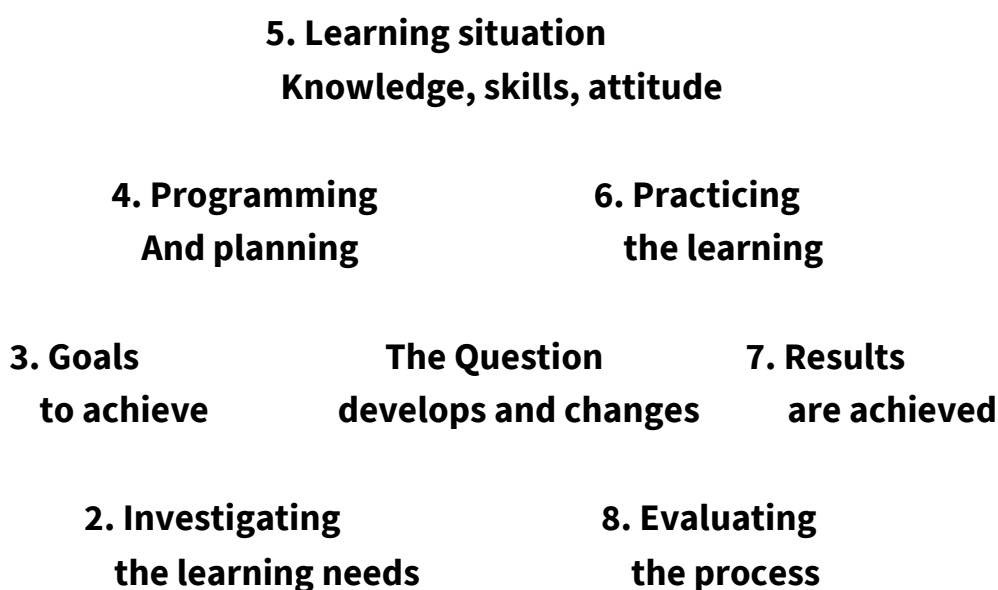
Entering the NPI and being invited to contribute to the program called ‘training the trainer’, I discovered a full body of knowledge that colleagues had created on teaching and learning. It was easy to step in and start to work with this methodology as it fit very much into my personal experience.

For example, there is a concept which can help me as a horizontal leader to design and create learning situations in which people can develop their abilities and competences.

The learning

In a professional process between the horizontal leader as a trainer and the employees as trainees, the trainees can take steps in developing their abilities. This development is connected to the work challenges the employees meet in their work situation. Going through a learning process together can be a very exciting and rewarding experience as it creates space for reflection and getting to know each other better as learning and developing persons. The horizontal leader sees the people not as human resources that are used for getting results but sees the people as contributing individuals who are willing to give the best when they are part of a good learning process

The circle to follow as a process looks like this:



1. Work situation

Issues and questions

1. It all starts with the question in the work situation. What is it that we are not able to do well? Let us formulate the question in a dialogue between the horizontal leader and the trainees.

2. As horizontal leaders we do research in the work situation on the phenomena together with the trainees. We 'question the question'!

3. We formulate the goals: what result should be achieved?
We formulate the result in terms of concrete behavior.
What knowledge, what skills, what attitude must be achieved?

4. We plan and program the learning and teaching.
We use the beacons for designing.
We make the programs.
We plan the concrete activities and situations to be created for the learning.

5. We create the learning situations in which the horizontal leader and the trainees work together.
In the learning situation we use the instruction path and the discovery path.
The instruction path is: giving it content – dialogue on this – apply it.
The discovery path is: do an experiment – dialogue on this – formulate the gained insight.

6. The trainees practice the learning in the work situation and the horizontal leader can coach them. The trainees test the learning in the work situation. The horizontal leader makes sure that other colleagues support this learning process in the work practice. Mistakes can be made and we learn from them. We adapt our understanding based on these experiences.

7. There are results from the learning that happens in the work situation.

Results of this process become visible in the behavior of the trainees. The person is better able to handle the challenges and does this in an adequate way.

8. The horizontal leader and trainees evaluate the process together and see what improvements can be made for a next time on both sides.

A Case

In a logistics company in Germany the team leaders are invited to participate in a common learning process about strengthening their leadership. In a dialogue with the director of the company they share the actual situation and what the team leaders see as a personal need to improve in their leadership. It leads to a lively investigatory dialogue and in the end, it was agreed that there are three needs for improvement: 1. horizontal leadership abilities like steering, coaching, inspiring and intervening as a learning process together with the teams, 2. Work process improvements to achieve a better flow and cooperation within the teams and between the teams, 3. A deeper biographical insight in being a leader and seeing yourself as a leader. It was agreed that each team leader could express their personal strength as a leader in the team context creating consistent improvements together with the team members. We developed three training sessions consisting of 2 days each to get familiar with the different aspects of horizontal leadership and in between the workshops there was time and space to practice and try out the new learning. The team members noticed soon that there was development going on and that the team leaders showed more leadership, dealing in a better way with the issues. Using the questionnaire on horizontal leadership helped an eight-person dialogue group make it more concrete as to how the team leader could spend more energy and attention on one or more dimensions of horizontal leadership.

The IMO horizontal leadership master class we created is another fine example of this process.

The participants formulate their questions. They see and express their goal and learning result.

In workshops they get input and space for experimentation.

In the work situation they try out new steps.

In inter-vision groups they reflect on their steps.

They write a paper and express learning results.

The participants strengthen their horizontal leadership in the company that they work in. They deal with processes of change and improvement in a good way, feeling secure to be able to handle this in situations that might not be so easy to handle.

Another concept for learning in the work place we have used is 'action learning'.

Action learning is a process for doing this training and learning in the work situation as a support for a new element in the work situation. The leader invites groups of employees to enter a process for getting familiar with the new element that can be a new system or a new work process improvement or a change in company strategy.

It is based on a change question and issue that is recognized by the decision makers for a specific goal group in the company.

The decision maker gives this goal group a challenging change task and invites them individually and as a group to deal with the change task as horizontal leaders. To support this process of competence development the participants of the goal group enter into a four- level process.

Level 1: Individual group members deal with the task as a change project in their own practice

Level 2: In groups they reflect on their experiences and make learning results explicit

Level 3: At times as horizontal leaders, they evaluate with the process owner the process, see the bottlenecks and deal with them.

Level 4: Presentations of goal group members during the process and at the end take place and show the experiences and results to the decision makers.

Going through this process the people learn to act as horizontal leaders, taking responsibility and bringing a change question further. This gives them a lifelong experience that can support them to step in and take the lead in other situations.

A case

Young employees, who have worked in the company for two years, are given a chance to do a change project from start to finish all by themselves.

In dialogue with their boss they formulate a question and challenge that is connected to their clients, work process, colleagues/team and to their own learning.

There is a starting session where they present their case to the decision makers. Half way during the six months process, they dialogue with each other and the coaches on the steps taken, the bottlenecks experienced, the personal learning and the next steps.

At the end they present the change project results and the learning results to the decision makers.

They do all this parallel to their day to day work.

This is a major experience for these young people that gives them a foothold for taking personal initiatives in the company, find their way with them throughout the company and learn by doing.

Kant: “What is morally good is always good and is therefore unconditionally good. At the same time what is morally good is located in good will’.

Concept 3: Money steering

My personal experience

As a student I had to survive for five years on a minimal income as the family was not really able to fully support me in this. During the summer I worked on HAL passenger ships as a deck boy and the small amount of money I earned and the tips I got from passengers for my service to them, gave me a little extra income for living on my own in Rotterdam. After my graduation I had no debts and I entered into the military service for 1.5 years which payed me a small salary for the work I did there. Starting my own family, I had to arrange the finances and the salary I was paid by Shell gave me enough income to support the family and myself. Being an expatriate, living and working in Curacao I earned a double salary which enabled me to save some money which I later spend on my three- month stay in the Center for social development in GB. Starting to work in the NPI and being in a lead position there quite soon, I had a shared responsibility for the whole budget of the NPI and that started my interest in gaining knowledge on handling money in an effective and worthwhile way. I studied some literature and combined with the NPI practical experience I started to see how good money management can make the change happen. It was clear that money streams have to be steered and monitored and that behind the money stream there is an activity stream that is handled by people that often do not have the right insight in the connection between the money and their personal handling. We started with clients and colleagues to experiment with money steering instruments for the people in the process and it was surprising how that changed the behavior of people. They became aware of the connection between money and action and that the money overview is a good tool for reflection.

During this process of exploring the flow of money and money oversight it became clear to me that the traditional instruments like budgets, profit and loss reviews, balance sheets, cash flows etc. give you the formal information

which is mostly based on requirements of external parties like the owners/shareholders, the tax office or the accountants. For one's own steering however, one needs an insight into the actual flow of money as it happens and it needs transparent overviews by the people who are responsible for where the numbers stand and that they can really influence themselves. It is very helpful for horizontal leaders to have an insight into the money streams, knowing how to get this insight and starting to steer on the basis of the changes that become visible in the money streams as a consequence of the interventions made in the change process.

The learning

Money reflects activity.

Money flows give the horizontal leader an understanding of what is happening and what is working or not working in the company.

Here we will describe some basic elements of the dealing with money by the horizontal leader.

Some basic elements in dealing with money

Money that flows is connected to things happening. If the money gets stuck it loses value over time.

Money streams have two dimensions: Incoming money and outgoing money.

The incoming money is what we gain through our activities.

The outgoing money is what we spend with our activities.

The traditional general overview of money streams in the company is pictured in a vertical way: for instance

Turnover (incoming money) -

Minus costs (outgoing money) =

Brute profit (added value) -

Obligations (claims of others) =

Net profit (available to be invested/spend free)

This overview is translated into a balance sheet and a profit and loss sheet.

The profit and loss sheet give you an overview of the year's activities.

The balance sheet shows the added value and the gain/loss on what we own. Then there is the liquidity sheet that shows the working of concrete money flows on the bank account.

There are other fine parameters that show the performance of the company like the cash flow.

These are steering instruments in the vertical operations for managers that show the figures that meet the requirements of the owners/shareholders, bank managers, accountants, tax office, public institutions that control.

In our horizontal leadership view we should change from a vertical perspective (the top has the numbers and orders others to act) to a horizontal perspective: each responsible person has his own figures of the money streams they influence. In particular we like to work with a threefold order for the whole of the company. This gives the following image

Incoming money	Outgoing money
Out of gifts	Development investments
Out of services given	Personnel rewards
Out of products sold	Cost of materials

In these six categories we can put the different posts that we find in our bookkeeping system.

An important criterion is that the figures represent real money streams and not bookkeeping calculations.

This overview expresses the money streams of a company household, being a team, a unit, a department, a company or even an individual professional. Behind each figure there is a concrete process in which this money flows. Those processes should be identified and also the people that are responsible for the process and this money.

Examples

In the NPI we experimented with personal overviews in which the colleagues saw their personal money stream and the added value in money they created. We worked with the question: “What money will leave the institute when this colleague leaves?” All money that could not be connected to a concrete colleague was seen as ‘overhead’. The money in the personal sheet contained created personal client turnover, salary, personal investments in seminars, a company car. We did not include for instance the secretary as she works for more than one colleague. By having an insight in your own financial contribution and also of the contributions by colleagues, each one of us could steer in a better way our own contribution and decide how much time to spend with the client, how much time for development and how much time for other activities and commitments. We avoided fixed standards as we liked to challenge ourselves and others to work as an NPI entrepreneur.

In a company we introduced working with real numbers in the budgets of the responsible people. We asked them to influence the numbers by making interventions on things that do not work, a real horizontal leadership challenge. By doing this it became much clearer for each leader what to concentrate on as a personal field of influence but also to understand better what kind of dependency there was on others. A remarkable observation was that it changed the kind of dialogue between the people as each one could see what is theirs and what is of the others and in that sense to stimulate each other’s leadership in finding the right steps to take out of this leadership dialogue.

I do my own personal yearly overview of the money gained and the money spend. It helps me to come to more conscious decisions by being aware of the financial consequences of a decision made. That strengthens my personal leadership. What is helpful for my self-steering is to have an awareness of what the past year brought me and what kind of tendency I see in the financial results. It raises the awareness of whether I should increase or hold back a bit in the client work and also where to spend my money such as investing in a new book or buying tools for work like a new computer or car.

The key question of money figures when brought into a certain composition, is how these figures relate to each other. There is a 'secret relation' between numbers. If we influence one number it can affect other numbers. It could be for instance that we have greater client turnover but the costs of that is greater than the extra turnover.

We have to make leadership interventions in the practice of processes behind the numbers to change the balance between all the components of an organization. This needs some kind of criteria on how to deal with the different components as paying a salary is something different then ordering a new computer or investing in developing a new concept.

Money leadership interventions

When it is about **material costs** it is best to work with standards. We can compare different realities, for instance we can benchmark with a comparable company and try to figure out what a good standard is for certain material costs. If we use cars for instance, what is the average costs of a car in a month and compare the different opportunities like buying or hiring/leasing the cars or even using different means of transportation. Or what price do we pay for the electricity and the heating fuel?

When it is about **personal costs** we can see if there is a good balance between the different salaries of employees, if there is a fair bonus system. A good balance one can find if all the people involved are reasonably satisfied seeing/comparing themselves to the others.

When it is about **development costs** it is best to work with a certain amount of free money already earned over the past year(s) that has to be assigned to all

kinds of possible investments. There is a process of judgement building necessary between leading people to decide on what or where to spend the gained profit.

A case

In the national post office in the Netherlands we were invited to create a one-day workshop for the managers on how to work with financial numbers in steering their department. It was noticed that each manager had a budget containing all kinds of numbers but they could only really influence a few of these. That created frustration. During the workshop with a group of more than a hundred participants we started to divide the group into smaller groups and gave them a task. They were given a budget for a family of four which showed the money coming in and how the money was spent over the course of a month. The family spend a bit more money than what was coming in. As it happened the father lost his job and would only receive 70% of his income during the next year. How is the family going to deal with that situation?

The groups had to not only think about changing the financial numbers by making certain decisions but they had to also take into consideration the consequences of the planned interventions in the reality of the family's daily life. Groups presented their interventions and also the steering principle behind these. Next, we asked the groups to work on one of the budgets of a participant and analyze which numbers could be influenced directly, which numbers indirectly and which numbers could not be influenced at all. This clarified the focus in the sense of what could be influenced and how one could steer the process on this issue or the process behind these numbers. Then they could take out one of the numbers and use the beacons to analyze the process behind these numbers and see what kind of improvements were possible and needed.

At the end of the day the participants gave us feedback that working with financial figures in this way opened a totally new way for them to work as a leader with the numbers in their overview for their department and find the right interventions to make as a horizontal leader. It became clear to them that some numbers one could influence directly, some numbers only indirectly and some numbers not at all. They also saw that there are different routes to go to influence the budget and that to create a real concrete picture of the numbers is more

helpful than designing a budget that is below or way above what one could expect to happen.

Concept 4: Constructing and Formatting

I was struck by a book of Mr. Hoebeker titled “Making work systems better”, in which he declared that in his investigations when asking all kinds of people “what is your first association when I mention the word organization?” their first response was to mention the structure and the systems and the formal arrangements like hierarchy and functionality and management. The client was hardly ever mentioned or the process or the cooperation. It struck me that, as I had noticed for myself over the years, that the actual life in a company is happening between people and most of that goes in a horizontal way. In many companies I have seen the management intervention is to reorganize and re-structure as a first idea to implement when things are not going well. In the end however, the problem is moved to another place and stays around. I noticed that it is very important working in an organization to know the ways, the routes to follow to get things done. There are highways, backdoor ways, elephant tracks. They connect “islands, cities, small villages” and if you start to concentrate on the horizontal dynamics of an organization one can see that those who know the way are much more effective and playing the game, than those who do not know this and who always resort to going down the same track. Once I was working with a young team leader who had a brilliant idea for the company that he very much wanted to share with the CEO but was afraid to do so, not knowing how to get there and afraid that his boss would not like the idea.

We talked about what ways one can go: the formal path or a different horizontal path. He was ready for an experiment that we came up with; find out when the CEO is leaving in the company car with his driver and ask if you could join him and share your idea. The secretary of the CEO was willing to cooperate as she liked this young manager. One morning the young manager joined the CEO in his car and shared his idea. They talked about his plans and future ideas and he was stimulated to gather some people around him including his boss to create a proposal and make sure that it would reach the Board on time. The

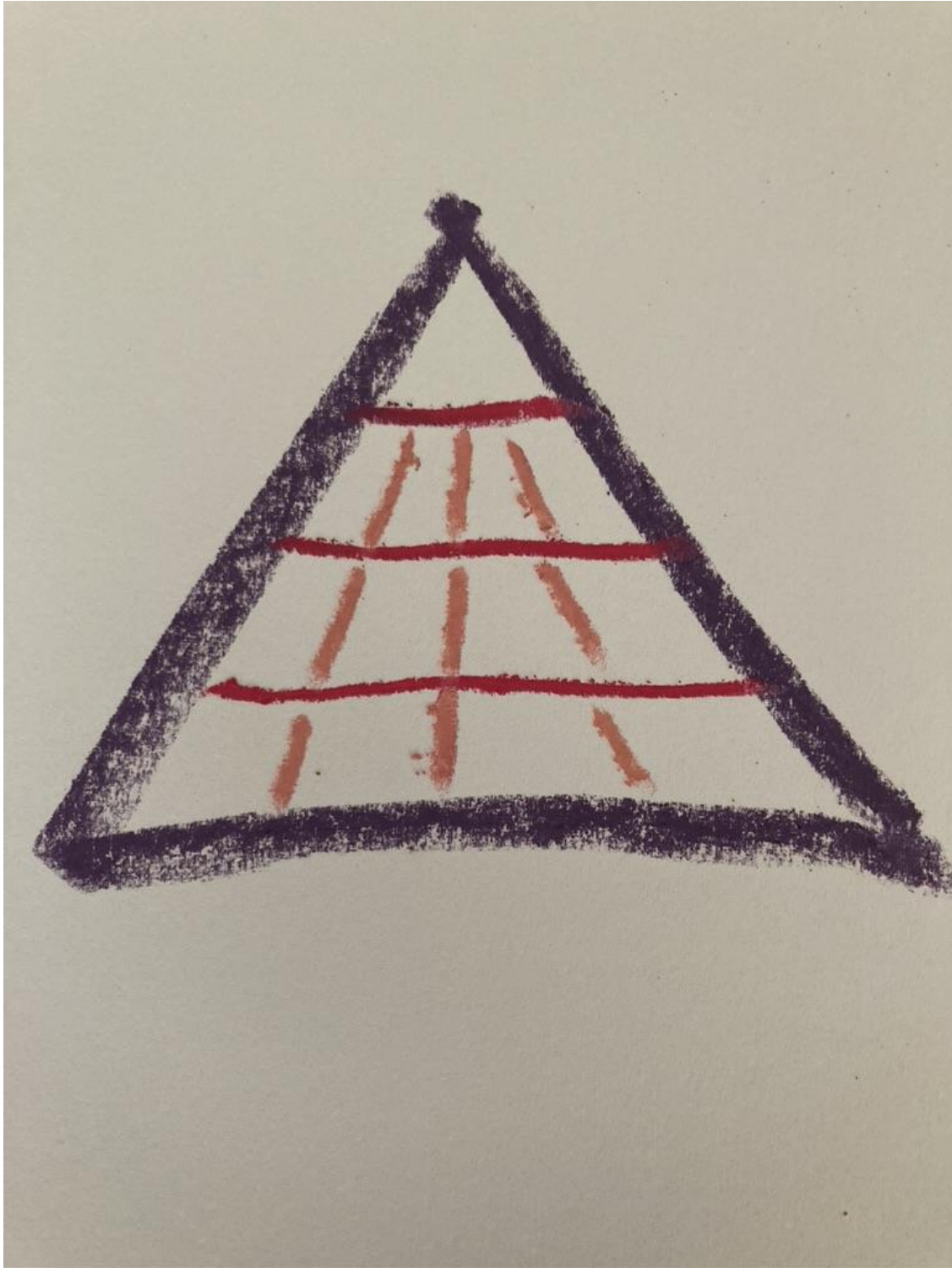
young manager was quite excited about this experience and it loosened his fear of taking an unfamiliar route in the company when something new is at stake.

At some moment I got the idea that an organization is more a land map than a structure, it is more a set of communities than a structure of formal positions, functions, systems. There are formal boundaries but there is often much more space to move than people think there is. You only see it when you go the horizontal way. It made it very clear to me that during my working life and private life I had been practicing this more than I was aware of.

Learning

Organizations are characterized by having structures.

These structures are based on the principles of hierarchy and functionality.

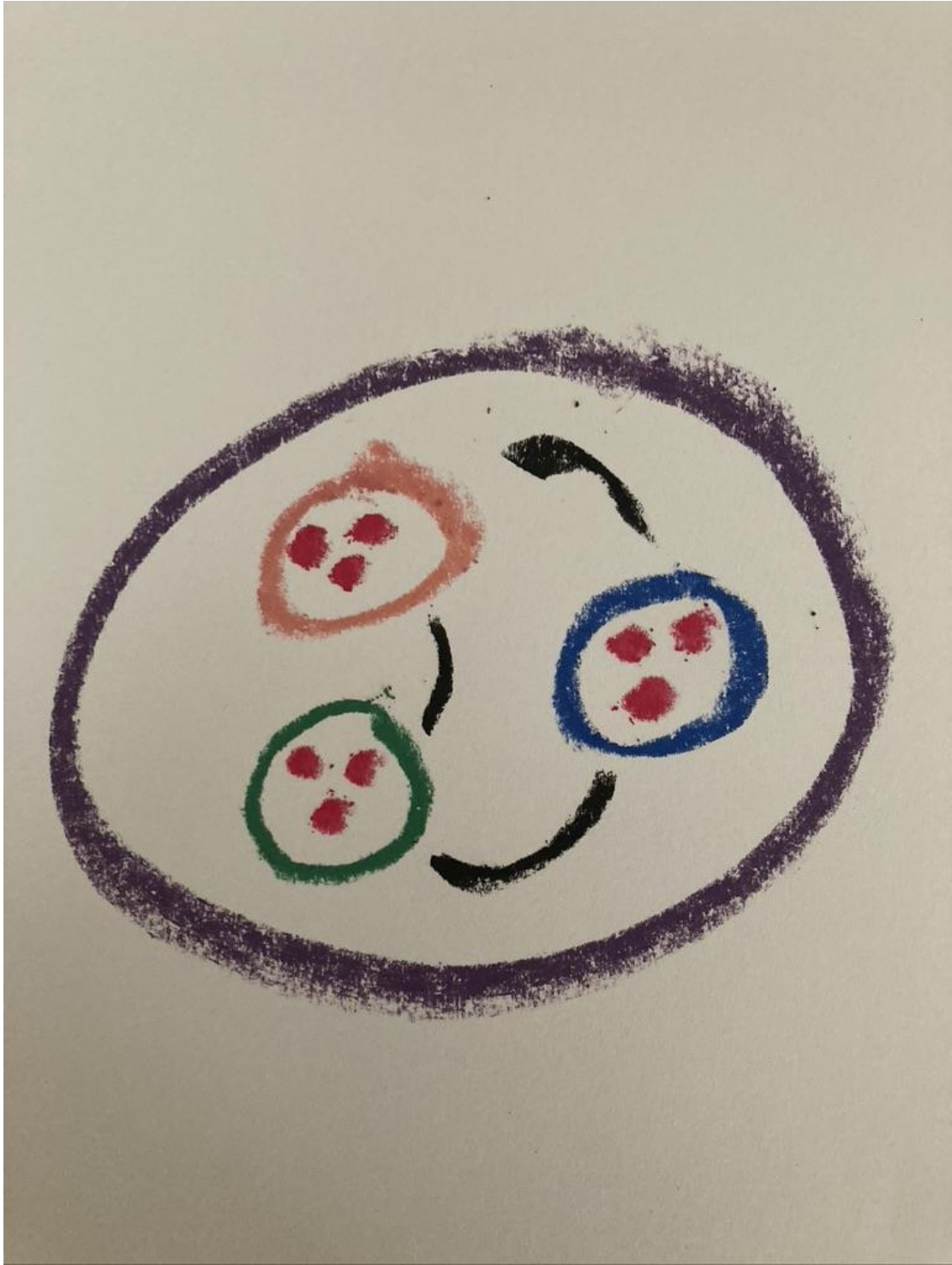


This is a vertical construct.

We can work however, as a horizontal leader with a horizontal construct.

This is based on the way the individual – the team – the unit and the company are connected.

They form together the ‘road map’ of the company. The vertical construct is a formal image and is used for formalities, the road map shows more the reality we are in and can be used to clarify certain issues that result from a wrong road map design working in the practice.



In the horizontal construct, if each individual is part of a team, each team is part of a unit, each unit is part of a company, that will make the road map clearer and more sound. We avoid lone wolves, mixed up teams, ill positioned units and unclear company parameters.

Each team, unit and company have horizontal leaders. These leaders have the responsibility to see to it that the people and the teams can work out of their own strength. In a way the person and the team are able to steer themselves in the wider whole and the leader is the support that makes that happen using the 4 leadership qualities as we have described them.

The leaders together form the leader's team. That is a basic and very important element in the horizontal construct. Leaders are not just taking care of their own area but they work as a team to make the whole of the company fit together in a good way.

In the road map it is useful to make the routes one can go clear. There are highways, regional roads, sandy paths, elephant paths. For the new people in the company it is very helpful to learn quickly how one can go different ways when cooperation with others is needed. Sometimes you have to follow the formal path, sometimes you have to create a new path to get to the place and the people in the right time at the right moment.

One can characterize these teams and units by defining the core quality of a team and unit. In the practice I see three dominant team focusses at work.

A team and unit can be a company **client serving** team and company client serving unit.

A team and unit can be an **expert** team and expert unit.

A team and unit can be a **decision-making support** team or unit.

Those three types of teams can work together in a good way when they are aware of the different focus of the other team. It is not so much about line and staff anymore but it is about the core responsibility of each team. The different focus translates itself in different kinds of goals and parameters and process dynamics and cooperation issues and decision making.

We have seen that teams and units can be top teams and top units if:

- They are goal oriented and want to achieve.

- They work together inside the team and with other teams.
- They learn from their mistakes and celebrate results.

To make that happen we need horizontal leadership and horizontal leaders.

The team, unit and company leaders can act as horizontal leaders.

They see themselves not at the top but in the middle of the company.

They take responsibility for the team/unit/company performance.

They deal with client orientation, cost orientation and community orientation.

Acting out and being connected to the golden triangle Client, Cost, Community each horizontal leader can concentrate on the important issues and take responsibility creating the right initiatives, developing the competencies of the people involved, steering with the money stream connected and moving on the right path in the road map.

Example

In a bank we discovered that by making the road map there are 33 teams at work. It took some time to find out what teams there are and who belongs to what team. A characteristic of the team performance was that each team was satisfied with its own performance but very critical concerning the performance of other teams. It showed that the teams were very busy with themselves to keep things under control but lacked real dialogue and cooperation with other teams. Most of the members of the teams were not aware of the broader picture and not at all about what roads one could take to meet the other teams. To bring more clarity the teams were formatted into 8 units of which some are client connected and some are expertise connected plus a few that are support teams for top management.

Each team leader formulated a clear goal and received transparent figures about money streams.

In regular sessions the leaders dialogued on issues and next steps. Once a year the Board had its strategic session together with the unit leaders to dialogue on where the business is going and how are we organizing ourselves to master that? Unit leaders, team leaders and professionals dialogued on the strategy. The “How” and “Why” questions could be raised and talked about. All could have some idea of ‘the whole’.

The focus of the teams changed over time and the team members became more sensitive to the golden triangle they could create themselves.

Nietzsche: “We keep busy with staying, with logic, with reasoning, but that is not life. Life is development, becoming, not knowing, surprise.”

Concept 5: Co-operation

My personal experience

I remember very well the first time I heard somebody say: “one plus one is three”. This immediately struck a chord. This is a very relevant saying when you are more familiar with social intelligence. It does not sound logical because there it is “one plus one is two” but in the social reality it is quite clear and observable that when two people cooperate they can create more value than each person can on their own. In school, preparing for a final exam, I had the good fortune to be able to collaborate with a school mate named Paul who was older and wiser and had little difficulty grasping the stuff. In a relaxed atmosphere we went through the different subjects and when I had to perform in the exam process it went well and I passed with good results. It was very clear to me that if I had had to prepare on my own the results would not have been as good. Already at a young age I started to enjoy cooperating and especially co-creating with others. As soon as I worked together with others I felt more competent than when working on my own. I learned many new things from working with others. When buying a new instrument and reading the instructions on paper I have difficulty to understand and apply them. As soon as somebody takes me by the hand I understand quickly and can apply. Cooperation and co-creation, I have seen these as a two-way process: we help each other and together we come to added value for both of us. In sports this is obvious. Top teams are teams that learned to really play as a team in which each one plays an important role. If the cooperation starts to stagnate then the results go down immediately. It is however, an art to keep the cooperation and dialogue that goes with it on a high level of performance. It needs fresh new input all the time and steps and reflections to keep it at a good level. In my life I have been a team player and not so much a soloist. Sure, you have to do

things on your own and do it in the best way you can, like now writing this book, but it will only become a good book when I make a team of persons that support the process by critical reading, giving suggestions and their reflections. Even behind each individual who acts as a top actor, sports man, scientist, company leader, there is a team of people that support the person in the process he or she is in.

Learning

When people cooperate with each other there can be a synergy effect. There is greater added value achieved than just the sum of all the individuals involved together.

Cooperation requires three qualities that the horizontal leader has to care for:

- A real issue connected to a real goal
- Interaction and dialogue between the people involved
- A clear process and adequate procedures.

In the cooperation dialogue the horizontal leader and the team members move through five phases in the process:

- Preparation and planning
- Image building by sharing facts and observations
- Judgement building by moving between 'defining the core issue' and 'the next step to take'
- Decision taking for action
- Reflection on the process and the observed effects: what do we learn from it.

There are different forms of cooperating.

- Dialogue
- Negotiation
- Fighting

In dialogue one comes to shared views and common results.

In negotiation one balances the different interests.

In fighting one decides between different options and chooses one.

It is good to be aware that in the practice we are very often negotiating with each other more than dialoguing. In some of the work processes one kind of cooperating quality can be dominant. When there is strong competition then fighting is the way we move forward. When it is about developing, dialoguing is the adequate way of cooperating. The horizontal leader is aware what kind of cooperating format is adequate for what situation.

A case

In a production company it was noticed that teams thought that they were working very well by themselves but that they had problems cooperating with other teams. It was a permanent process of negotiating with each other and sometimes fighting. But they did not really have an idea about how other teams were working and what was really keeping them busy. When the teams started to meet each other and reflect on the cooperation then team members could open up and start to see that their images of the others were not correct.

Heidegger: "The lonelier the work, established in the person, that stands in itself, the more purely it seems to detach itself from all relations to man, the more direct the shock appears how such work is, and even more essentially, the unfamiliar is pushed open and what up till then seemed familiar is overturned. But this multiple pushing is not at all violent; because the more purely the work itself is, ripped from all relations, in the openness that is opened up by this work itself, the more simply it leads us into this openness and at the same time away from all that is common, every day.

Concept 6: Systems

The personal experience

It took a while before I started to see systems at work. I was aware that there are political systems like communism or capitalism, and religious systems like the catholic church or a Muslim community. Systems were to be characterized as fixed rules and regulations in which people had to live. Starting to work in companies I met the professional systems like production systems, logistic systems, administrative systems, human resource systems. They seemed to be very helpful in getting control over the running processes. Later I discovered

system – thinking which means that things are connected in a certain way and that it is not enough to think in cause – effect, but to think in interconnections. Systems are connected to processes and to people acting in the process. It is often the case that we want to change the system such as the information system and we do not notice how system, process and people are connected. It is wishful thinking that guides us. It is therefore essential that we first try to see how peoples’ actual acting in the process using the systems is working before we change the system and disturb the process and the people. I remember that a client of mine was tempted to buy an overall system like SAP for his company and then all the problems with different systems would be solved. I suggested to first look at the processes and ask the people how they were actually working with the existing systems. It turned out that some of the processes were too complex and not working well and that the people in the process had ideas themselves of how to improve things. With some clever interventions the overall performance improved thereby avoiding a costly investment and a lot of turmoil. Some processes can be standardized and steered and monitored fully by systems, for instance ordering an airline ticket. Just use the system in the process and you get to a satisfactory result. There are systems that can be used by individuals to control their processes. Difficulties arise when the system should link the various activities of different people. Here there is the temptation to make an overall system that would program the behavior of its users. Striving to get the perfect system by directing fully the behavior of its users can end up blocking different dimensions of cooperation between people in the process as the person to person dialogue is not wanted anymore and is seen as a disturbing factor.

Learning

The horizontally organized organism also works with systems. Using the word system, by that we mean that systems are tools and ways to control and monitor processes. Today all processes are managed by systems. The horizontal leader understands the systems and how they work in the processes. They can be divided into three different types of systems:

- Fully automated systems
- Personal Systems

- Interactive systems.

The fully automated systems monitor and control processes which are fully standardized and organized. We can see this in production processes but also in administrative or logistic and transportation processes. Also, robots are becoming an important part of these kinds of processes for instance in car production.

There are personal systems people use to monitor and control their own work processes. We can use our computer in our work and with that computer, we use the internet, the email system and we produce documents and information exchange. Also, we can communicate with one another by using personal systems like Zoom or Skype.

The interactive systems are cooperation support systems. They take care of different aspects of interactive processes. These are even more complex systems as they are connected to different people working together. For instance, to monitor and control the financial figures for steering the company people have to deliver input into the system which is then reformulated by others and can also later be used by others in for instance the decision-making process.

In the horizontally organized organization it is important that it is clear who works with what type of systems. It is preferred to keep a system in use open and available so that as many people as possible can work with the same system in the process.

This should be connected to a transparent information flow based on the pull and not on the push mechanism. Managers and professionals have access to files and can get to the right information at the right moment.

A case

In a company there is a wide range of systems at work. The director wants a good analysis of the systems in use and dreams of one overall system that can connect all that exist. The experts come up with an expensive overall solution. The director feels insecure about how to judge this expensive proposal. He investigates how key people in the company work today with their own systems

and where they are dissatisfied with the workings of the systems. He starts to see what is needed and creates a process of work process improvement that is followed by a clever adaptation of the systems to the new standards. One overall solution is not always the best solution. Energy and money have been saved.

Kierkegaard: "It applies to what is temporary that it has its time; but what is eternal must always have time. And when this has not taken place in this way in someone's life, the eternal will come back under a different name and again must always have time: this is remorse. And since no man leads a perfect life, but always with shortcomings, the divine rule has given man two guides for his journey: one calls: forward, the other one calls: backward. But the call of remorse always comes at the eleventh hour. This is why confession is at the eleventh hour.

Not as something that suddenly happens, because confession is a holy act and inner concentration is requisite for it. Inner concentration is an inner self detachment in concentration from all diversions, every relation, to concentrate on the relation to oneself as an individual who is responsible to God. (193)"

Concept 7: Meetings

The personal experience

We find ourselves regularly in meetings some of which are inspiring and other can be boring. One hopes of course that the meeting will be full of fresh air, interesting dialogues, new perspectives, good judgements and decisions coming forth. But the reality is often very different. A lot of discussion and argumentation, hidden agendas, unclear issues, no one taking responsibility. Operational meetings tend to be rather structured, concentrating on the theme or problem, trying to find answers or solutions so that we can move on. Development meetings are a different kind of meeting. We explore the issue, seeing it from different sides, dialoguing to get deeper into it and then we start to see perspectives for how to continue, for how to see the next step to be taken.

When I started as a part-time professor at the university, I was confronted with the mass of meetings I was expected to be part of and participate in. That was the tradition but it did not fit with my own ideas of how to give this job the right

touch. Initially I escaped most meetings by arguing that I first had to find my own path in the open field and not immediately being formatted into the existing system. I created my knowledge group and with the people of this group would meet every other month for a half day meeting to monitor the progress in our research efforts. Once in a while I talked 'one on one' with one of the directors of the university about the work I was doing and the ideas I had. It was, for the most part, a stimulating dialogue. I organized the minor program for students on leadership, which was my theme. Also, I started a masterclass for the professionals and some of my clients. At times I published an article and after a while a book was made about the first results of our research and experimentation with horizontal leadership. Some of my colleague professors were a bit surprised about this way of going forward and started to ask me how and why I was on this track. They expressed a lot of frustration about these meetings they were participating in. My argumentation was that professors should not be a fixed part of the formal system but they should be stimulators and creators of new impulses for students and teachers.

In the NPI and later IMO we were very keen that the meetings we had should be inspiring and essential. We differentiated three kinds of meetings: work meetings – learning meetings – social community meetings. This helped all of us to have a common focus. We also differentiated between the meetings where all are present and meetings in teams and groups and clarified with each other what meeting was an obligation and what meeting was a free act.

It is an art to create a good meeting that has the right atmosphere, the right rhythm, the right sequence, the right subjects, the right participants.

Learnings

Information systems and meetings can go hand in hand.

The direct communication and encounter between people form a key element in horizontal leadership. There is the need for rhythmic gatherings and results of activities are presented effectively at regular intervals.

All this requires a common discipline of all the employees in all the different roles.

In this way there is no unnecessary waste of energy and everyone has a place in the whole community and is able to move therein on the basis of a consciousness of the whole of the organism.

We can see different kinds of meetings happening in the company. First of all, there are the regular meetings in which the operational issues are monitored and dialogued about. Then there are the special meetings that deal with the problems that arise and the changes that are in process. We have learning meetings in which we come to new experiences and new insights.

We have project meetings to handle special issues that overlap the different departments. We have decision making meetings on strategic issues and goal setting.

In all these meetings it is an art to have clear content connected to good dialogues connected to fine procedures. The steering of the meeting is a precious horizontal leadership challenge.

A director of a large German care organization noticed that there are a multitude of meetings for managers as well as for employees and he wonders whether this is a meaningful happening. He proposes that for all meetings we raise the question of why are we meeting and who is being served here and in more than 50% of the meetings there is no clear answer. The director decides that in any meeting that is held there is a responsible person to raise these questions and within a short period of time it has freed up much time for managers and professionals to devote themselves to new business.

Nietzsche:

First statement: The easy way of thinking triumphs over the difficult one – as a dogma... Second statement: The teachings of being, of the thing, of only solid units is a hundred times simpler than the teachings of becoming, of development ... Third statement: Logic was meant to make things easier, as a way to express – not as truth – later she was seen as the truth.

The reality in which we live is unique, not repeatable, always different than we thought it would be. Nothing appears twice.

The seven concepts together

To enable yourself to internalize horizontal leadership and start to create out of your own internal and unique personal impulse, it is worthwhile to live and act with these seven concepts as I have experienced myself. You bring yourself always and again into the situation with the consciousness that:

Things can happen when you take a next step, when you take the initiative and starts moving,

Continuously learn from the effects of your deeds taking next steps,

Be willing to go down undiscovered routes visiting unknown places and discover the new,

Being aware what to spend and what to gain, is it energy, good will, money,

Do this in co-creation and cooperation with others to create the added value,

Using tools and systems that fit with you and the situations you are in,

Meet and dialogue with the right people at the right rhythmic moment to take the right step.

To practice horizontal leadership in the company it is important to be aware that these seven concepts are connected to each other.

They form together the key concepts for bringing horizontal leadership in action.

They form together the way horizontal leadership can act on different dimensions in a coherent way in the organization.

If we have:

A clear road map of units and teams with adequate leaders in them,

Transparent money figures one can steer with,

A learning culture with space for reflection and sense making,

Professionals that take the right initiatives to create the new,

A good cooperation that creates synergy and clear decisions based on adequate judgements,

Simple and adequate systems,

Effective and inspiring meetings,

Then we can expect:

a fine and strong organization that is very well embodied and in which the soul of an organization can be fully alive.

To bring this about it is the horizontal leadership process that is needed and in this process all of us can start to act as a leader!

Martin Heidegger: At the end of silent days at the mountain hut. Rare days that want to give us a blessing. How often do we not hear their footstep, that goes softer than the step of the deer there on the moss. Most of the time we only have an ear for what is common and frequent because we are not in readiness to see the simple. All things carry their secret, but the inner greatness of the human being, that is the deepest. Because the human being is given to be affected by the suffering and to transform the suffering into the strength of the soul. Different from each other on separate routes the human being goes. Everybody finds however, when staying faithful to oneself, in the inner heart what will stay as his protection.

That the human being must fight for the maturity and beauty of his being makes it possible for him to transform the others and believe in the truth of their own being in an invisible way. Where such a transformation happens, awakens the loneliness out of which the one human being can really meet the other human being, so that from then on, his heart can act in the clear presence of the other person.

Epilogue

We have come to the end of this book “The story of Horizontal Leadership”. I hope it has inspired you to explore this theme further in your own life and work practice.

There is one dimension not really described in depth in this book and that is the struggle to make this your own. For me it continues to be a lifelong adventure and exploration of this path of horizontal leadership. It has been a process of confrontation, tension sometimes, disappointment and trying to get yourself back on track. It has been a process of discovery that required some courage to step into the unknown and to learn from failures. It is a path that one cannot copy as it is an individual path for everyone who has a certain passion for developing his/her leadership. It can be a lonely path where you can sometimes experience how little appreciation others have for your efforts. But it is also a path where you can find companions that want to go with you and are willing to share their experiences and insights with you. In the end it can be a very fulfilling path as you notice the growth of your soul and consciousness and the developed ability to concentrate on the important things in life and striving towards doing the good. It is in the end a path where you can enter more fully into the communities you are part of and enter more deeply in the sense making of your own life. It opens your soul to let your unique personality in and appear in the processes and dialogues with others in work and life.

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