It´s the people

WHITE PAPER

Leadership 4.0

Structuring Collaboration
in Complex Environments

Field Report and Guide

Dr. Reinhard Schmitt

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1.0

Introduction

For a number of years now, we have increasingly heard from our corporate clients that the way in which they lead and collaborate just does not work as well as it did in the past. Everything – so they say – is becoming more turbulent and harder to predict and control.

There are many reasons for this “sand in the gears” feeling: globalized markets bringing new global competitors; innovative technologies associated with new, mostly digital business models; a tweet by a U.S. president that, from one moment to the other, knocks the business world for six; the shortage of skilled workers; new/different expectations of the generation entering the world of work, and so on.

The Corona crisis has given this impression an exponential boost. Where for many people the term VUCA was once highly abstract and intangible, it suddenly became very real and keenly felt in all areas of life. All of a sudden, everything became volatile, uncertain, complex, and ambiguous. Tried and trusted concepts, methods and routines no longer work. It seems impossible to clearly classify and steer the competing elements, and the associated feeling of impotence is often very difficult to bear.

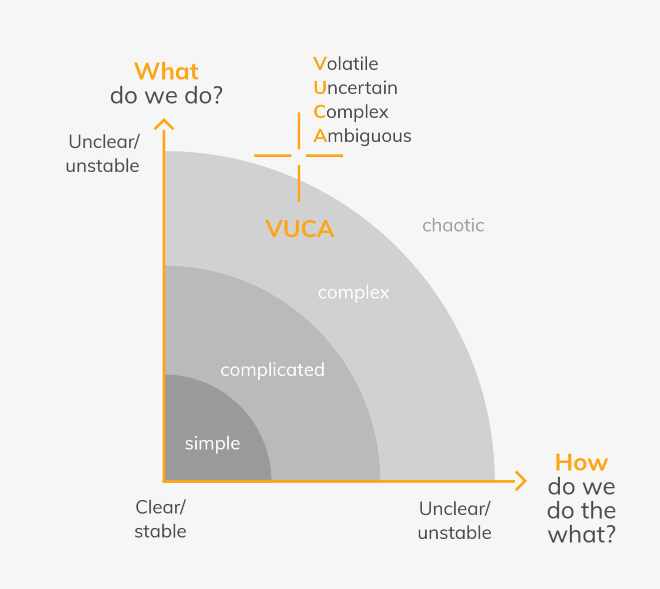
Many leaders use management and leadership methods in an attempt to regain a sense of control, but, in the process, achieve exactly the opposite: They circumvent the needs of organizations and people, and reinforce external complexity by increasing internal complexity. It would make more sense to address and examine new forms of leadership for structuring collaboration in complex environments.

This White Paper offers you specific approaches to doing just that. It is both a field report and a guide. The As-Is Assessment at the end of this document allows you to assess your organization’s ability to transform and perform in complex environments and to subsequently derive practical areas for development.

Organizational Environments

In simple environments, there is hardly any change to what is expected from the organization's results of work. The **what** is largely constant and known. **How** the organization achieves these results of work is also clear and constant. The organization can draw on its routines, established structures, and best practices.

The necessary decisions are integrated into the routines through if-then rules and are taken automatically. That is why simple organizational environments only need very few conscious management decisions. The decision-making principle is "sense > categorize > respond." (cf. Cynefin framework developed by Dave Snowden)



Organizational environments
(based on the Stacey Matrix)

Calls for process analyses or project plans are (rightly) met with incredulity. There's no point using a sledgehammer to crack a nut.

When the expectations of the results of work change more often and/or the organization is required to produce completely new results of work, which is generally what changed or new ways of working demand, routines no longer cut the mustard.

Things become more complicated, which is why it is worthwhile performing analyses (e.g. processes). The volume of decisions that management need to actively take starts to increase. The decision-making principle is "sense > analyze > respond."

This analyzing and planning work results in the establishment of good practices. They are solutions that, in the best case, work as analyzed or planned. Whether they are the best solutions is difficult to answer.

If instability/lack of clarity regarding the **what** and/or the **how** continue to increase, the same phenomenon can be observed in organizations that had successfully operated in a complex environment for a long period of time: the various parties become more concerned with analyzing and planning than implementing the results of the analysis and planning. Furthermore, what they base their decisions on becomes ever more ambiguous. Decision-makers receive signals from one direction, which they should use to take decision A, and then quite different signals from another direction that should be used for taking decision B.

The organization finds itself in a complex environment. The volume of management decisions that are to be made increases dramatically. At the same time, they sense that management instruments that worked well in the past (strategy planning, budget planning, annual agreements on objectives, annual appraisals, signatory rules, decision-making bodies, steering committees, etc.) do not work as well and are often consideredassomewherebetweenahindranceorcounterproductive.

The decision-making principle "sense > analyze > respond" does not work anymore. It is replaced with the principle of "probe > sense > respond." It is no longer a question of carefully analyzing and planning good solutions, but of experimenting to find viable solutions.

Collaboration in complicated environments

Collaboration in complex environments

The two photographs illustrate the difference between complicated and complex environments. In the photograph on the left, the aim is for the team members to work in perfect harmony to reach a clearly defined destination as quickly as possible whilst deploying the least amount of resources possible. Leadership is, on the one hand, expected to ensure that this is exactly how the team functions and, rudder in hand, keep them on course to reach their goal. In largely calm and stable waters, this is still the appropriate form of collaboration and leadership.

In most companies and corporate divisions, you find both forms of collaboration: efficient work in quieter waters and the search for new solutions and routes in more turbulent water, whereby the turbulence appears to be increasing.

If the waters develop like in the picture on the right, different forms of leadership and collaboration and different types of resources are required. If the team in the picture on the left, with their type of boat and paddling style, were to be exposed to the waters on the right, their boat would sink within a short space of time. And vice versa, if the team in the picture on the right, with their type of boat and paddling style, were to be exposed to the waters on the left, this would be extremely inefficient.

This requires ambidexterity from leaders, i.e. the ability to play the entire "leadership and collaboration piano" using both their left and right hands. It does not have to be a masterful performance, but should be reasonably fluid and supported by the right type of organizational structure.

3.0

Characteristics of Transformative and High-Performance Organizations in Complex Environments

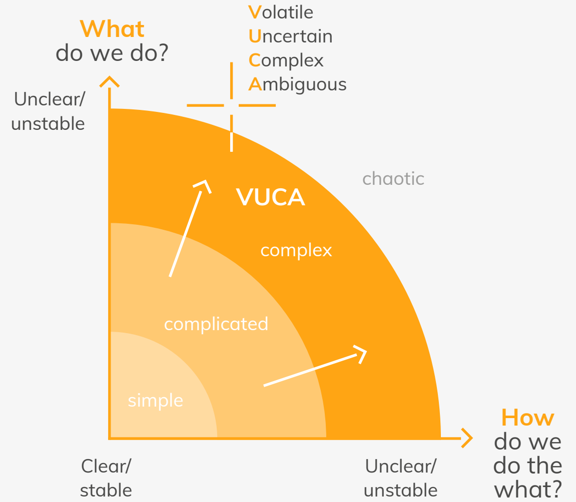
An unmistakable sign that an organization is operating in a complex environment and that the previous structure of leadership and collaboration is no longer fit for purpose:

The organization is no longer capable of taking decisions at a volume, speed and quality that the operational level needs to work properly.

As soon as this phenomenon occurs (e.g. in the form of never-ending meetings, a sharp increase in the working hours of the typical decision makers, bottlenecks in decision making, decisions that the operational level view as inadequate or contradictory, and so on), organizations should start the transformation process, i.e. establish a more appropriate form of organizational structure.

The bad news: There is an extremely wide variety of functioning organizational structures in complex environments. Unless you are planning a textbook introduction of Scrum or Holacracy®, there is no blueprint. Each organization must forge its own path.

The good news: At the cultural level, organizations that sustain success in complex environments tick in very similar ways.



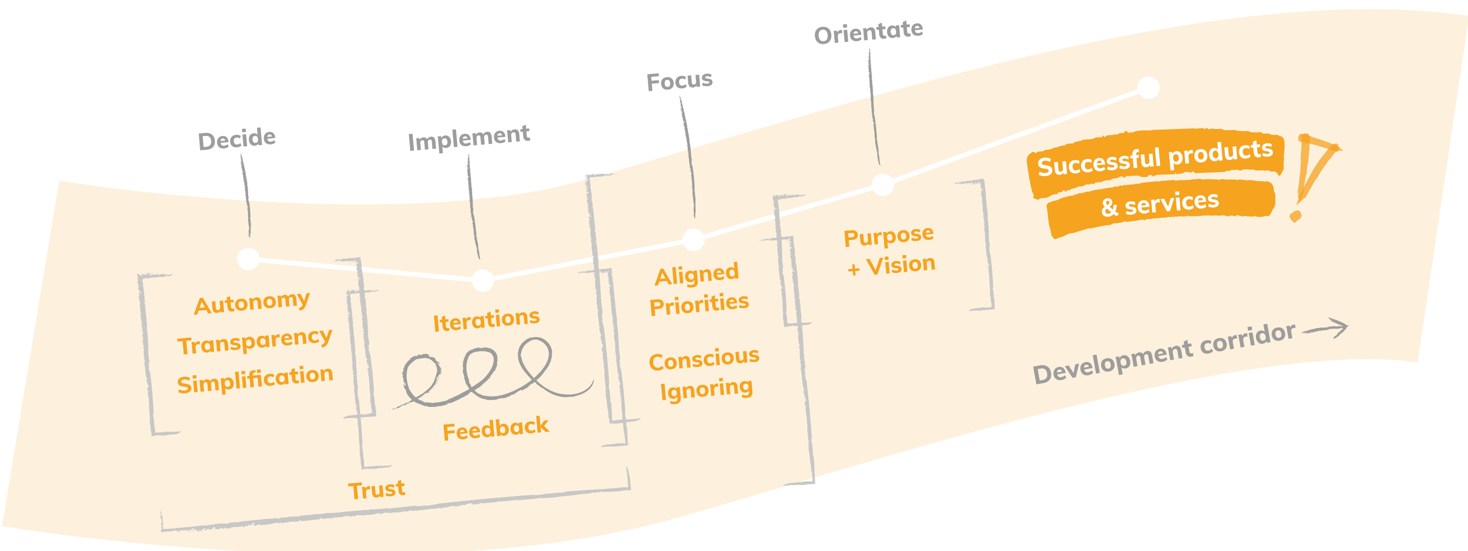
The same behavior patterns can be regularly observed – though they vary in intensity, they are on the whole remarkably consistent. These cultural characteristics offer concrete pointers that leaders can use to structure collaboration in complex environments.

Organizational environments
(based on the Stacey Matrix)

We at P1 gained these insights, firstly, through working with our clients and, secondly, through the numerous **Learning Journeys** we offer as a fixed component of our leadership development programs. The program participants select a focus (such as speed of decision making, speed in general, innovativeness, new forms of leadership, etc) and then use their network to search for the right organizations with the right contacts. Over the last few years we have visited around 90 companies in 7 countries. These have included start-ups in Tel Aviv, Spotify and Klarna in Stockholm, adyen in Amsterdam, Facebook and XING in Hamburg, and Zalando and N26 in Berlin. Of particular interest are more established companies that (repeatedly) re-invent themselves and are able to develop in increasingly complex environments. We spoke to the Head of Pre-Development of the I-series at BMW, to Bodo Jansen of Upstalsboom, to Matthias Alipass, the Managing Director of Inditex Deutschland (Zara, Pull & Bear, Bershka, *et al)*, to Tobias Krüger of the Otto Group, and to the teachers and pupils of the Erich-Kästner Middle School in Gladbeck – a school whose holocratic-like organization has made a lasting impression on the seasoned managers of a plant manufacturer. We went to Mars, ING, Coca-Cola European Partners, Philip Morris International, Microsoft, Kuehne+Nagel and many others.

Over time, we recognized the cultural commonalities of organizations or organizational units that have managed to sustain success operating and developing in complex environments. We compressed these findings into typical characteristics, each with characteristic behavior patterns. The following figure summarizes these characteristics.

Characteristics of transformative and high-performance organizations



Characteristics of transformative and high-performance organizations

3.1

Purpose + Vision

Organizations or organizational units that sustain success in complex environments have undergone a participatory process in which they successfully described their purpose. Helpful questions to this end are:

- Why do we exist as an organization/organizational unit? Why should we also still exist in the future?
- What added value do we offer our external and/or internal customers/employees? What contribution do we (want to) make?

These organizations have used the answers to these questions to develop a vision that provides orientation within the company about where they are headed. For example:

> **"Digital trading with portfolio streamlining" (Otto Group 2019)**

> **"We will create the urban market places of the future" (ECE 2017)**

> **"Help people to find the right place to work and create a better workplace for all" (kununu 2018)**

The vision is meant for internal purposes and generally – in contrast to the claim – is not published on the websites of the companies concerned. One example is kununu's "workplace insights that matter" claim.

Good visions that provide orientation are always innately restrictive. They not only clarify what the organization should do, but also what it should not. As such, they create a good basis for aligned priorities.

Furthermore, leaders tell us about the liberating effect of jointly developing a vision that provides orientation. The employees are much more capable of independently making decisions.

One last point about the currently very hyped topic of **purpose:** We all want to know what the purpose of our work is. It is obvious, but not really anything new, that knowing this has a direct impact on motivation. We doubt very much whether it always has to be a "higher" or even "transcendent" purpose. Or, as the co-founder and CEO of Brodmann 17, a Tel Aviv-based start-up in Tel Aviv, which develops deep-learning algorithms for facial recognition software for automated driving, soberly put it:

> **"The people here prefer to work for us rather than for Google or Facebook, because they can work on something that really matters."**

Checkbox

Behavior patterns within the characteristic of "Purpose + Vision":

- We address the question of why our organization should still exist in five to ten years.
- We clarify the topics that we will focus on in the future and those that we will not.
- We discuss the benefits of our products and services for our internal and/or external customers.

3.2

Aligned Priorities & Consciously Ignore

One of the key characteristics of transformative and high-performance organizations in complex environments is the ability to focus. In management, this requires the ability to agree on, and adhere to, shared priorities – until such time as the priorities are jointly re-defined.

Due to the dynamics of the complex environments in which organizations operate, they are exposed to numerous environmental stimuli. There are too many options, too many possibilities and seemingly too much necessity to react to external signals. If an organization reacts to all these stimuli in an uncoordinated manner and uses them to derive plans of action, this will sooner rather than later lead to overload.

Leaders on the operational level react with ignorance as the tried-and-trusted type of local survival strategy. Were they to carry out all the orders, which usually come haphazardly from different parts of the top management, ideally immediately and simultaneously at the operational level for the parties commissioning the work, the operational level would probably very quickly grind to a halt. The local survival strategy goes:

1. If I personally think that the measures make sense and I currently have the resources available, then I will immediately carry them out.

2. If I personally think that the measures make sense, but I currently do not have the resources available, then I will carry out the measures at a later point in time – provided I do not incur penalties as a result of the delay.

3. If I personally think that the measures do not make sense, then I ask myself if I can put off doing them, or even ignore them, without incurring penalties. If the answer to the latter is “yes,” then I ignore these measures.

From a local perspective, this behavior is understandable; from the perspective of the organization as a whole, fatal. Overarching issues are implemented immediately in some places, later in others, and not at all in yet other places. Inevitably, the impression is created that nothing is getting done as a whole, even though everyone is working hard on something. A participant at one of our workshops poignantly described this situation in its most extreme form as “rapid standstill.”

Another phenomenon that results from the cognitive balancing act that leaders at the operational level described above perform: I normally will not ignore the tasks that my line manager assigns to me. After all, this is important for my performance appraisal, my salary, my bonus, my advancement in the organization, and so on. As a consequence, leaders and employees focus on line management issues, which inevitably results in the silo thinking phenomenon that so many companies complain about. However, this is not – as is frequently presumed – a cultural problem, but a problem of overload.

Organizations that reduce the number of concurrent projects and activities in an organization through aligned, coordinated prioritization have internalized the following principle, which at first glance may seem paradoxical:

The fewer measures we start simultaneously in the organization, the sooner we will have results and the more measures we can implement over the medium and long term.

This principle can be illustrated through the following:

Employee X is assigned to work on 3 tasks. Each of these tasks are due to take 5 working days. Employee X is to allocate 100% of his capacity to performing these tasks.

Procedure 1:
Employee X receives only one task at a time, i. e. a new task is not assigned until the preceding one is completed. The result: the first task is – relative to the time of deciding to carry it out – completed after 5 working days, the second task after 10 working days, and the third after 15 working days.

Procedure 2:
Employee X receives all three tasks at the same time and is told that he is to divide his capacity equally among the three tasks each working day. The result: all three tasks are not finished until after 15 days have passed – and that is if everything goes according to plan.

The first disadvantage of procedure 2 is already obvious: Instead of achieving results after 5 and 10 working days, the tasks are not completed until after 15 days. More likely, however, is that the results will only materialize after 16 or 17 days. Reason: the sawtooth effect, familiar from time management, occurs. When people stop one activity and start another, they need a certain amount of time to return to full productivity. These repeated phases of getting back up to speed, and the associated reduction in productivity, negatively impact on the total time spent working on all three tasks – also because the interruptions get in the way of potential flow effects.

This is the second disadvantage of procedure 2 compared to procedure 1. The third disadvantage: Priorities may possibly change and one of the three tasks is replaced by a completely new task. With procedure 1, the task with the highest priority can first be completed. If, in the following 5 days, the priorities change to such an extent that the original task number 2 or number 3 is replaced by another task, capacity does not suffer as a result. With procedure 2, in this case, resources will already have been wasted.

Further development:
The aim is for employee X to do 10 tasks of 5 days each and he is told to divide his capacity equally among all tasks. On paper, all results will be available after 50 working days, but, due to the sawtooth effect, presumably not until after 55 or 60 working days. It gets really interesting when, in addition, employee X is given unrealistic deadlines – ideally in an uncoordinated manner from different parts of the organization. Employee X soon starts to think about where he can make compromises – thus, the process of individually ignoring as a local survival strategy begins. It gets even more interesting when this game is played by several employees who are dependent on each other for their work results. The company has just made a giant leap towards rapid standstill. And when the priorities change within the set deadlines and tasks that have been started are declared obsolete or are replaced by new tasks, the chaos is perfect.

In all organizations where this is a phenomenon, it is a management problem. These organizations start too many unaligned measures at the same time. No matter how agile and high-performing the operational level is structured, sooner or later the organization grinds to a halt.

To rectify this situation, measures are escalated and priorities are agreed in decision-making bodies and steering committees. The effect of this prioritization can at best be felt over the short term. As soon as they start new activities, where it is unclear how their priorities relate to the recently agreed priorities, the effect has already vanished.

Instead of spending time in escalation meetings constantly making new decisions on priorities in the sprawling project landscape that have ever shorter half-lives, management could regularly (e.g. every four weeks) meet to jointly define priorities in line with the above principle. In the process, attention is paid to what the people in the organizational units are capable of achieving on top of daily operational business (along with the customary bumps in the road). On the basis of prioritization and performance, the management jointly reaches agreement on what activities are to be started, in which concurrency, and in which temporal frequency. The objective is to not allow the landscape of projects and measures to get out of hand at any point time. The principle of “stop starting, start finishing” is a good first step in this direction.

This management negotiation process is a challenge, particularly in the early days. Ultimately, the results are more satisfactory both for management and the operational level. For (overarching) activities, results are delivered more quickly and the organization is better able to sustain a much higher workload. One side effect of the management team aligning priorities that is often reported as being extremely helpful: inevitably, there is more transparency about the motivations and contents of individual projects or measures and hence a high degree of understanding for the concerns of other divisions.

With regard to the purpose and vision of the organization/organizational unit the following questions on aligned prioritization in the management might be helpful:

- Which projects/measures/initiatives/activities/tasks are currently in progress or are planned? Which are high priority, and which are low priority?
- Which tasks/activities should we further develop or additionally perform?
- Which tasks/activities should we abandon or in future no longer perform?

Spotify's management regularly and jointly sets priorities. What is not up for negotiation is the top priority "Let the music play!"

– What this means: Should the app for any reason not start playing music after it is launched, fixing this bug has the highest priority over all other ongoing projects. In addition to this top priority, the management regularly agrees jointly on the "10 major bets" – key bets on the future. This refers to the 10 strategic projects that are allocated resources as a priority. However, exactly 10 projects are on the go at any one time. Through this WIP (Work In Progress) limit Spotify avoids starting too many projects with unclear priorities at the same time and uses the aforementioned effect for the organization to quickly achieve results over the short term and produce more high-priority results over the long term.

Another example is the Otto Group, which conducted an overarching workshop to specify 17 market/customer-oriented areas of action that align with its defined corporate vision. However, it only drives 6 of these 17 forward in the organization at any one time. The other 11 are consciously ignored for the foreseeable future. This clear dividing line between what is to be done and what is not to be done provides guidance and, hence, very clearly defines the development corridor shown in the above figure. Projects that are within the development corridor are allocated budgets and resources; projects that are outside, not (yet).

The development corridor can be defined by external factors. For example, an automotive industry supplier quite literally placed its products on a table and appraised them in terms of the probability that they would be replaced by software within the foreseeable future. From this point in time onward, the company allowed high-probability products to lapse, even though it was still making a decent earning from them. It consciously said **no** to these products in order to free up budgets and resources for existing products, or to develop and launch new products on the market that had a lower probability of being replaced by software.

Checkbox

Behavior patterns within the characteristic of "Aligned Priorities":

- We collaborate with all relevant resource managers to define the priorities of our activities.
- We clearly align decisions on the use of our resources to the agreed priorities.
- We make sure that all parties concerned have a clear picture of what will be done and what will not be done.

Checkbox

Behavior patterns within the characteristic of "Consciously Ignore":

- We clarify the criteria for making decisions about consciously not doing something.
- With a view to the agreed priorities and available capacity, we limit the amount of activities that are carried out simultaneously.
- We do not start any new activities until we know whether we have the capacity to perform them.

3.3

Iterations

In complicated environments, the suitable decision-making principle is “sense-analyze-respond;” in complex environments, however, “probe-sense-respond.” The implementation of this principle automatically results in a step-by-step, iterative approach.

Transitioning to this principle sounds trivial, but in most cases it ends up being difficult because it collides with the established organizational culture: instead of hedging their bets, the parties involved take (manageable) risks.

The principle of “fail fast and cheap” takes the place of intensive planning, sound analysis, and repeated discussions about concerns.

When this principle is practiced and internalized by the members of the organization, they leave the well-trodden path and break out of their habits. They become pattern breakers, enter unfamiliar territory and dare to try something new that has an uncertain outcome.

The courageous step into terra incognita is frequently unsuccessful, but sometimes very successful, whereby the company sees the emergence of innovations – both in terms of products and in how collaboration and leadership are structured.

An apparent paradox: If people are to dare to do something unsafe, they need safety. This means not having to fear any negative repercussions in the event of setbacks.

Essential is a well-established culture of failure tolerance.

It is particularly important to make a clear distinction between avoidable mistakes and setbacks as a necessary part of a learning process. To foster this culture of failure tolerance, many companies (prominent among them being Google) have established so-called “fuck-up parties.” Leaders and employees report on tangible setbacks that they experienced and what they learned from them. This all takes place in an informal, casual setting – on the one hand, to increase their willingness to share their experiences and, on the other, to encourage as many colleagues as possible to take part. The greater the number of participants, the higher the likelihood that the setbacks they report on become anchored in the organizational memory, and hence, do not get repeated.

Practice iterative approaches. The first experiences are quickly made, and are integrated as feedback into the development process in the next iteration step,

such as when a customer gives feedback on a Minimum Viable Product (MVP) instead of what Development considers to be a seemingly perfectly designed product.

The iterative approach can be formalized by agreeing on fixed time frames with clearly defined goals. For example, a management team meets exactly every four weeks to align priorities, with the goal of making decisions on those projects and measures for which no resources can be denied over the next four weeks.

Or project schedules are tailored in such a way that they produce usable results within fixed time frames (e.g. every two, three or four weeks), which are then appraised with a view to further development in the next iteration steps, or are deemed satisfactory and used for other objectives.

The CEO of a logistics company regularly reports in online video messages about his personal setback of the month and what he has learned from it. A development team places usable versions of an app on the market and then uses the feedback of the users to develop the app iteratively. The iterative approach is the core element of Scrum. In defined time frames (Sprints), the scope of work previously agreed with the Product Owner is turned into usable results (Increments), which are examined at the end of the Sprint in a Review meeting with the Product Owner. Following this, the scope of work for the next Sprint is defined.

Checkbox

Behavior patterns within the characteristic of “Iterations”:

- We actively practice the principle of “probe > sense > respond” as the appropriate approach to take in complex situations.
- We accept setbacks as unavoidable learning experiences that result from trying something new.
- We ensure that each iteration step produces a usable result (products, forms of collaboration, etc.).

3.4

Feedback

A well-developed feedback culture is arguably the most elementary characteristic of transformative organizations. In our estimation, the ability of an organization to develop and adapt correlates 1:1 with the quality of the feedback culture. Feedback is a key prerequisite for a successful **iterative approach** and, furthermore, of decisive importance to the characteristics of **Aligned Priorities, Consciously Ignore, Autonomy** and **Simplification**.

Feedback is a response mechanism that can relate to three levels:

- Contents and results of work
- Type of collaboration in the team (collective behavior)
- Individual behavior

Establishing a properly functioning feedback culture is one of the most important leadership tasks.

To provide feedback on the contents/results of work and on the form of collaboration, it is necessary to gain official permission and to create the situations in which it can take place. In Scrum, for example, the recurring **Review** event is used to provide feedback on the content/results of work and the **Retrospective** provides feedback on team collaboration.

Feedback on individual behavior is arguably the most sensitive form of feedback. It requires a high degree of trust in the person giving feedback. Ultimately, this person reveals a lot about him/herself and what he/she considers important.

"When Peter says something about Paul, that says more about Peter than it does about Paul."

On the other hand, well-crafted feedback on behavior, given in an appreciative manner on a peer level, engenders trust on both sides, even when the message is of a critical nature. This creates the certainty that the individual behavior shown corresponds to the expectations of the people around them. If this is not the case, everyone can trust that feedback will be provided in a timely manner.

Personal feedback on behavior is one of the most challenging forms of communication that needs to be practiced.

In order to establish feedback on behavior from the bottom up in the hierarchy, it is not enough to merely grant permission to do so. It must be repeatedly requested in a way that gains acceptance, particularly in the early days. According to the founder and CEO of Sana Labs in Stockholm, this seems to pay off:

> **"We strive for a feedback hunting culture, because it automatically leads to better management decisions."**

Checkbox

Behavior patterns within the characteristic of "Feedback":

- We give and take feedback on the results of our work.
- We compare our expectations with each other and give each other feedback on the way we collaborate.
- We give and take "bottom up" (individual) feedback on behavior.

3.5

Autonomy

Real autonomy manifests itself through decisions being taken where they are needed in day-to-day operations. Consistently pursuing this guiding principle instead of the traditional decision-making paradigm of "decisions are made at the top, actions are carried out at the bottom" distinguishes organizations that are serious about agility from those that are merely playing agile theater.

Organizations that operate in increasingly complex environments should consistently pursue this guiding principle. As set out above, when transitioning from complicated to complex environments, the volume of decisions that need to be consciously taken increase dramatically. Old decision-making structures reach their limits in terms of capacity and substance. The classic decision makers are no longer able to take decision at a volume, speed and quality that the operational level needs to perform work properly. The organization quite frankly needs more people who can take decisions.

Fostering autonomy means handing over responsibility for making decisions in a "top down" manner. This is no easy task in traditional, hierarchical organizations with a correspondingly socialized workforce – whereby experience shows that leaders generally find it more difficult to consistently hand over responsibility for making decisions than employees do in consistently taking on responsibility for making decisions.

The leap from one extremity (very restrictive leadership) to the other (letting go of leadership completely) overwhelms both sides. Increasing the degree of autonomy is rather a step-by-step development process. The P1 Autonomy Model shown in the following table offers orientation.

Autonomy	Style		Description
Employee Team	Letting go	Allowing	Employee/team takes own decision and provides transparency towards the manager
		Framing	Employee/team takes own decision within a few agreed rules and provides transparency towards the manager
	Contributing	Delegating	Employee/team takes own decision within a specific work assignment and regularly reports to the manager
		Advising	Employee/team is required to consult the manager and then takes own decision
		Coordinating	Manager and employee/team take decision jointly (procedure to be clarified: majority, consensus, consent, etc.)
		Inquiring	Employee/team is required to consult the manager and then takes own decision
	Directing	Explaining	Manager decides him/herself and provides the employee/team with background information on the decision
Leader		Instructing	Manager takes decision him/herself without giving reasons

Leadership and Decision-making Styles in the P1 Autonomy Model

The bottom-up order of the individual styles describes a potential approach to incrementally increasing the decision-making autonomy of employees or teams. The “allowing” leadership/decision-making style guarantees the highest degree of autonomy possible. This level of autonomy is synonymous with self-organization. However, there is still a formal leader who can change this style again if it seems the appropriate thing to do. Once granted, withdrawing a level of autonomy should be handled carefully. Individual employees and teams alike quickly get used to the freedoms and the accompanying room for maneuver they are given. Taking away these freedoms – provided they are not feeling overwhelmed – has a highly demotivating effect.

The first right step consists of conducting a decision inventory: the leader writes down what decisions need to be taken on a repeated basis within his or her area of responsibility, who they are to be taken by, and which decision-making style is to be used (cf. Autonomy Model). In doing so, the leader integrates the decisions of his/her own line manager. Then he/she considers the decisions for which it makes sense to give the operational level a high degree of autonomy. The leader talks to the people he/she leads about the decisions for which he/she would like individuals or the team as a whole to take on a high degree of autonomy and subsequently reaches agreement on a process of gradual hand-over. If needed, the leader speaks to his/her own manager and recommends a high degree of autonomy for decisions that he/she previously took. The two also agree on the appropriate decision-making style and work step by step to achieving it. Once again, by way of reminder: Letting go tends to be harder than taking on.

When this approach is then repeated for other decisions, the leader increases the degree of autonomy step by step in his or her area of responsibility. He/she will probably find that his/her workload is significantly reduced and that the people he/she leads enjoy their work more. More decisions are made by more decision makers. Decisions are more closely aligned to operational requirements and solutions become more creative. The more people take decisions, the more adaptable and innovative the organization becomes.

Examples from the business world

The CEO of an agricultural machinery manufacturer determined for himself that he wanted to make a maximum of 50 decisions per year in a normal business year. Should more decisions land on his desk, this would be a signal that he needed to actively increase the degree of autonomy in the organization.

At Daimler, since 2019, all E4 managers (Group heads) are allowed to spend up to €1 million outside production. The dual control principle still applies, but when two E4 managers come together, they can make decisions on expenditure.

In the Relationship Center at Otto in Hamburg, two employees were asked for suggestions on how to improve collaboration. Their answers: We want to schedule our own shift plans and we don't want to have to get a manager to sign off on a credit note for every returned parcel that is only worth a few euro. On top of this, we want to take down the on-site "clock" showing the KPIs (callers waiting, productivity, etc.). The requested autonomy was granted and the "clock" was taken down – with success.

Ultimately, effective autonomy in a leader's area of responsibility depends on his or her personal self-image. The attitude of "I'm sending you my best man – me!" is probably not very helpful. When the leader instead finds it desirable to be operationally dispensable and this attitude enables him/her to relinquish control over operational/short-term matters, he/she has time for those topics that otherwise would chronically fall by the wayside – in particular getting to grips with strategy/longer-term issues: where do we as a company want to go? What products do we need for this? How do we need to develop our organization to achieve this? How do we need to develop our employees? How do we need to develop ourselves?

Checkbox

Behavior patterns within the characteristic of "Autonomy":

- As far as possible, we let decisions be taken by the people who need them in day-to-day operations.
- We respect the agreed freedoms and powers of each individual.
- We proactively address risks that could endanger the overall success of our organization.

3.6

Transparency

Transparency is vital for autonomy to work. If employees are to make decisions of commercial significance at the operational level, they need an insight into the company's figures. If the management of employees at the operational level is no longer to be carried out via the leader, but in a self-organized manner, the employees need mutual transparency as to who is currently working on which topic and for what reasons. And, ultimately, the leader also needs transparency about the autonomous activities of the teams and team members he or she leads. This has nothing to do with control, but with the ability to act and provide information.

A small test:
From now on, make the goals and agenda of your team or department meeting public and allow anyone in the company to attend meetings on the spur of the moment, unannounced. Everyone is welcome. Unthinkable? Quite the opposite: standard practice in some of the companies we visited.

When we and a group of leaders visited the company Upstalsboom and spoke to Bodo Jansen, the results of the second employee survey had just been analyzed. The results of the first survey – all described in his book "The Silent Revolution" – motivated Bodo Jansen to radically change the way he acted and behaved with his employees. Without knowing the results, he invited us to the meeting of the "Culture Clubs," a group of people selected from the different units and departments of Upstalsboom that addressed the development of the culture in the company. The results of the second survey were announced in our presence. We were astonished by this willingness to be transparent and the trust placed in us.

Do you remember how we described transparency as a side effect of aligned priorities in the management team? In two organizations, the leaders found this side effect to be so helpful that they decided to give up their separate offices and move into an open-plan office in order to shorten the (informal) communication channels among each other and, in so doing, maximize transparency.

Checkbox

Behavior patterns within the characteristic of “Transparency”:

- We proactively communicate and explain the background to decisions to all of the affected parties.
- We make sure that all parties involved can clearly understand the contribution
  that each individual makes.
- We provide information in such a way that it enables everyone to act independently within the bounds of their creative scope.

3.7

Simplification

> **"To increase the speed in an organization there are two simple approaches: let decisions be taken where they are needed and remove process steps"**

says the Head of Logistics Europe at Mars, a company that employs an 80,000-strong workforce worldwide, of which only 300 work in the group headquarters.

Many companies struggle under the weight of the formal processes and regulations they have imposed on themselves. Although they were perhaps implemented for good reason, this reason has long since been forgotten. Yet, the rules remain in place, because they have become a part of standard administrative routines. Many rules fulfill a control/monitoring function. Sometimes, however, they are introduced by cross-departmental functions or administrative departments because they consider them expedient or even necessary – not least to justify and consolidate their raison d'être.

For collaboration to work, binding rules are required. However, the quantity and quality of the rules often get in the way of functioning collaboration. This dysfunctionality becomes more keenly felt when the organization's environment changes from complicated to complex. The organization is not capable of responding to volatile requirements from the environment with the appropriate flexibility and speed. The rules cause immobility. It is high time to put the rules to the test.

Many (in the meantime) pointless rules are followed unquestioned because they have always been there. Although employees are aware that they are pointless, they often do not dare to say anything. They could be "sacred cows."

Once again, this is where leadership comes in. Fredmund Malik has for a long time recommended regular "systematic garbage disposal." The removal of (resource) wastage has been a core theme of lean management for decades. A key element of Scrum is removing impediments that are addressed openly by the team in the Retrospectives.

The decisive factor is the official request combined with the clear permission to take seemingly pointless rules and to subject them to detailed scrutiny. "Kill a Stupid Rule" is one of the most effective methods in the P1 **New Work Box**.

The leaders who accompanied us on our Learning Journey to Mars subsequently had a meeting with their Head of Strategy to report on their findings. The Head of Strategy was open-minded, but felt that he did not want to bother the CEO about every single process change. Rather, the leaders should work with their teams to find and compile rules that were felt to be pointless. No sooner said than done: the leaders and their teams went about the task with great zeal. The rules were even printed out, symbolically packed into yellow plastic bags and laid on the Head of Strategy's desk. He was very impressed and took them to the CEO. Of course, a portion of the regulations could not be summarily eliminated, because, for example, they impacted on statutory or fiscal requirements. Many were, however, taken to task. From the leaders' perspective, the most rewarding outcome was the elimination of the petty travel expenses policy.

Checkbox

Behavior patterns within the characteristic of "Simplification":

- We review the meaningfulness of goals, targets and key performance indicators, and make changes where necessary.
- We review the meaningfulness of our processes, rules and procedures, and make changes where necessary.
- We review the meaningfulness of our structures, functions and roles, and make changes where necessary.

3.8

Trust

Trust is an indispensable prerequisite for effectively expressing all characteristics of an organization's culture that are relevant to decision making and implementation:

- Increasing the degree of **autonomy** for individual employees or a team through handing over and taking on responsibility (for making decisions) requires trust on both sides.
- The term **transparency** is loaded with ambivalence. Having transparency is generally positive; being transparent is more negative. However, if I trust the people around me, I have no problem being transparent.
- **Simplification** through scrapping formal rules that frequently fulfill a control/monitoring function obviously requires trust.
- **Iterations** involve quickly trying new things out without knowing whether they will work. Setbacks are effectively part and parcel of the learning process. Employees or teams will only be willing to embrace this if they can trust that such setbacks will not result in them personally incurring any negative consequences.
- The willingness to give **feedback** requires trust. After all, the people giving feedback reveal a lot about themselves: how they view the world and what is important to them. Critical "bottom up" feedback on behavior will only be given if the person giving feedback can trust that he or she will not suffer any disadvantageous personal consequences as a result.

Trust is the basis for transformative and high-performance organizations. Nothing reduces complexity like trust. The term may at time conjure up socially romantic images, but it can be directly linked to **effectiveness** and **efficiency** in an organization. According to Peter Drucker, effectiveness means getting the right things done. When effectiveness meets efficiency, then the right things get done in the right way.

A greater degree of autonomy in an environment of trust ensures that more people think in a decisive and perhaps even entrepreneurial way. More people contributing ideas also ensures new solutions are created that may be more suitable ("righter") than the previous ones. The organization becomes more effective as a result.

The example I mentioned from the Relationship Center at Otto wonderfully illustrates how trust directly contributes to an increase in efficiency. The operational teams directly scheduling shifts and signing off on small amounts of returned goods themselves eliminates the need for process steps or control cycles involving their managers. The organization becomes faster and works in a more resource-efficient way.

The same applies to an IT company that has installed self-service vending machines for IT devices. If employees need a new keyboard, a new mouse, a new external hard drive, or similar, they can get one immediately from a vending machine. The individual products have price tags indicating that the company has just spent this amount. The possibility to quickly get back to work and not have to first start a time-consuming ordering process is directly linked to efficiency ... and to trust.

The predominant assumption is that trust needs to grow. Trust must be worked for or earned – mostly through a shared history of familiarity in which mutual expectations are repeatedly met, or at least not disappointed.

In complex environments with rapidly changing challenges and the associated rapidly changing teams that are expected to address these challenges, there is frequently not enough time to create trust and a history of fulfilled expectations. Nevertheless, in order to work effectively and efficiently, it is necessary to approach other people with an "advance payment" of trust. Trust therefore becomes a conscious decision, a mindset. If you want me to mistrust you, you first have to earn it! As a rule, the opposite effect occurs: trust generates trust.

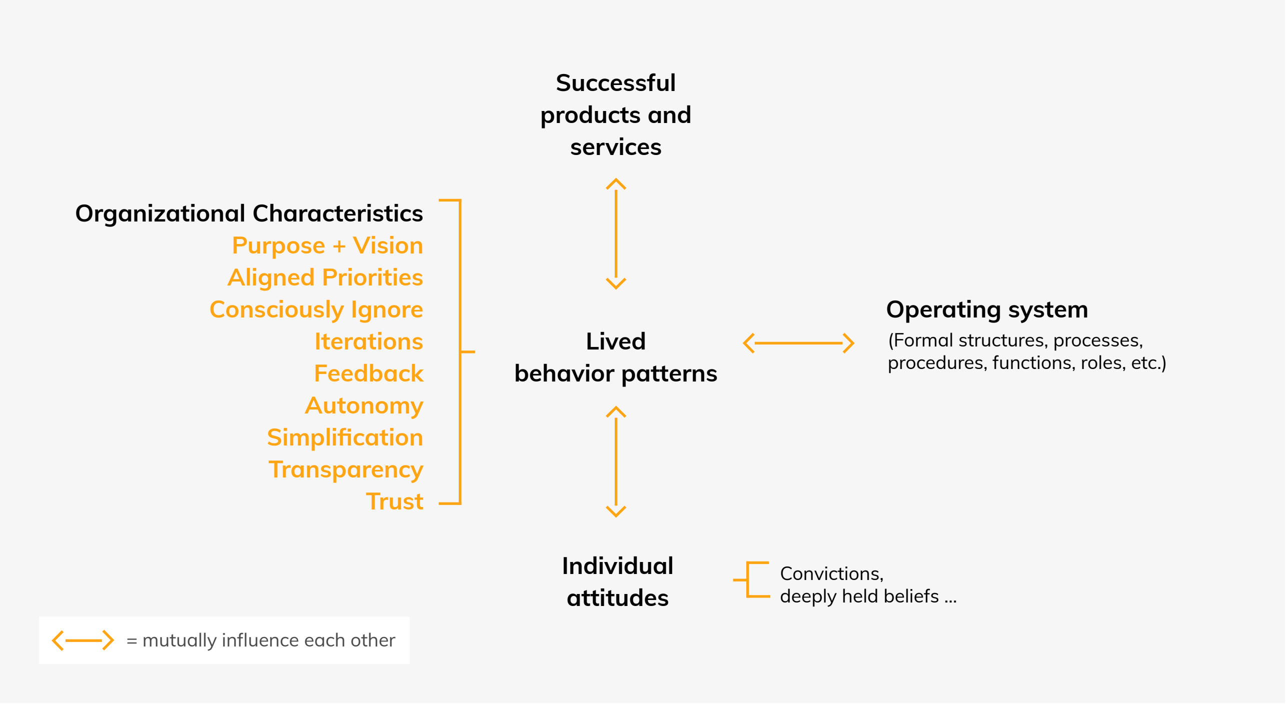
Checkbox

Behavior patterns within the characteristic of "Trust":

- We create and maintain conditions that are based on an "advance payment" of trust.
- We are sympathetic and open to our colleagues' ideas, even if we do not have the full background.
- We talk openly about problems, setbacks and the accompanying emotions.

Operating System

An organization's operating system consists of formal structures, processes, procedures, functions, roles, etc. The operating system describes how decisions in the organization are to be made, communicated and managed.
In contrast, the observable behavior patterns show how decisions are actually made, communicated and managed in the organization. The operating system and behavior patterns mutually influence each other. Sometimes (though seldom) they align, i.e. the actual behavior is the same as the desired behavior.
If this alignment results in successful products and services, the organization reaches its hypothetical ideal state; hypothetical, because the dynamic nature of the environment will soon make it necessary again to adapt behavior patterns and hence also the operating system.



Interdependencies in the organizational context

In most cases, the observable behavior patterns do not align with the operating system. An example is when the structures and rules of the formal operating system are not considered useful or are even an impediment to successfully launching products and services on the market/delivering them to the customer. In this case, sooner or later, shadow organizations start to form. Employees develop informal structures and behavior patterns undercover which, in their view, are expedient or necessary to keep the show on the road. The co-existence of formal and informal structures increases internal complexity. This, along with external complexity, places significant strain on the organization and its members. Some, highly self-motivated members, muster enough willpower and energy to work in both structures. Others choose not to take on the double workload and hence usually choose to work within the formal operating system. They work by the book. If this is seen as being pointless, inner resignation is not far away. The job of leadership is then:

To free shadow organizations from their underground existence, to legalize and perhaps formalize them and, in doing so, change or even remove obstructive elements of the previous desired operating system.

The characteristic of **Simplification** paired with **Feedback** and **Trust** should play a prominent role.

The opposite constellation is also possible. From a leader's point of view, current behavior patterns are not suited to creating successful products and services and thus to giving the market/customer what it needs or wants. The job for leadership in this case is:

Design/deploy a viable operating system and adapt the organization's behavior patterns to the operating system in such a way that products and services return to sustained success.

The first thing to do as a leader is to stop and think, avoid being infected by the alarmism that reigns supreme, and to calmly and soberly ask oneself the question:

Are the predominant behavior patterns in the organization fundamentally suited to creating successful products and services now and in the near future?

If the answer to this question is "yes," then the leader should remain vigilant, facilitate/support development steps that come from the organization itself and help to implement any desired simplification. Fundamentally, however, the leader should let the organization continue to do its job in peace. If the answer is "no," it is time to actively and openly develop the organization and, if necessary, transform it into something different/new in the process.

Successful transformations are not big-bang projects. Even if they are announced and designed as such: ultimately, they are implemented through many small steps over a longer period of time. And the fifth step rarely turns out the same as the one planned before the first step.

First making a change to the organizational structure can help to open up entrenched structures and create space for new structures with different behavior patterns. This is a major intervention that requires careful consideration. Changing the organizational structure, reducing line managers or entire management levels is neither a necessary prerequisite nor the inevitable consequence of transformation processes. Moreover, such incisions can have a counterproductive effect, given the increasing volume of decisions to be made in complex environments: Fewer decision-makers at the top can lead to an overload of decision-makers "at the bottom."

The Otto Group, which is generally regarded as a prime example of successful transformation, has not restructured its leadership structures (as of February 2020). According to Tobias Krüger, it is much more important how leadership is understood and practiced.

Cultural change and the accompanying change in how leadership is understood is more a consequence of constantly tackling the question of "How do we want to work together?"

Here it is also helpful to take an iterative approach: try out new things, keep what is useful, discard what is not useful, and try out new things again. This approach first leads to further development of the types and, over time, the culture of collaboration and leadership.

The possible collaboration methods and principles (conventional or unconventional) are too numerous to be set out here. Please refer to the P1 New Work Box. The methods and principles set out in the New Work Box use different ways to promote the development of all cultural characteristics with their typical behavior patterns contained in this White Paper.

The decisive factor is to start with principles and methods that seem useful from the current perspective of the organization or team. Some of these methods and principles are also compatible with classical hierarchically managed organizations and, hence, can be quickly put into practice. Other methods and principles encroach heavily on the existing fabric. This can ultimately lead to a change in the organizational structure and/or a reduction in management layers (but does not necessarily have to!).

The collective behavior patterns practiced in an organization emerge from the sum of similar individual behavior patterns. In order to generate the next step in development or transformation, a critical mass of similar individual behavior patterns are needed that are different from previous patterns (pattern break) and harmonize with each other over a longer period of time, i.e. reinforce or even enhance each other.

New principles and methods of collaboration always require a change in behavior at the individual level. The people involved need to break out of certain habits in order to actively practice the new principle or method. However, people are creatures of habit who gladly fall back into old patterns. Leadership therefore is of particular importance when it comes to introducing new principles and methods of collaboration.

Even when the management as a whole considers the introduction of a principle or method useful, leadership must often ensure that the team members abide by this agreement. Regular reminders and encouragement are certainly helpful. Sometimes, however, implementation requires downright autocratic leadership behavior to keep the principles or methods alive at the individual behavioral level. This autocratic leadership behavior has a particularly paradoxical effect when it comes to introducing principles and methods that foster autonomy, personal responsibility and self-organization – however, only on the surface. Leaving the introduction of self-organization to a self-organized approach generally overwhelms the organization.

Or, as Ron Heifetz, Harvard Professor for Leadership said in an interview when asked if control in new leadership is passé:

> **“A high degree of control is needed, but you control the parameters that enable people to adaptively work together.**
> **It is about introducing a form of control that fosters adaptability instead of efficiency.”**
> **Ron Heifetz in Capital, 08/2020**

We recommend the characteristics of transformative and high-performance organizations described in this White Paper as the parameters that Ron Heifetz considers need to be controlled.

Checkbox

Indications for the cross-characteristic transformational ability of an organization:

- We jointly clarify the question “How do we want to improve the way we organize our collaboration in the future?”
- We explore new principles/methods of collaboration, test their effectiveness and develop them further.
- We address any perceived shortcomings in superordinate structures with the respective responsible parties.

5.0

Mindset

The basis of individual behavior is the mindset. The presence of a mindset that supports behavior that aligns with the principles and methods to be introduced is certainly helpful. However, particularly in transformation processes, it cannot be assumed that the mindset is compatible with what is to come, since it has been shaped over a long period of time by what has come before, or has been compatible with the previous mindset from the outset.

In order to promote transformation processes (in whichever direction), it is often deemed first necessary to start with the attitude, the mindset. It is certainly the case that the transformation process will not be successful if the mindset of those involved does not change. However, when starting with the mindset, the first question people will immediately ask themselves is what they are supposed to change their attitude toward in the first place.

The answer to this question requires a chain of "in-order-to" arguments: We need a certain mindset in order to create a specific individual behavior, in order to create a certain collective behavior overall, in order to enable principles and methods of collaboration that are considered useful, in order to transform ourselves through gradual implementation of selected useful principles and methods, in order to make the organization fit for the future in terms of "Purpose + Vision".

The people concerned will only accept the required change of attitude if this chain of arguments has been completely and coherently answered; a very complex undertaking ... and probably too cognitive or too abstract.

The alternative is to start on a smaller scale at the principles and methods level. Consistently implementing a principle or method that is deemed operationally useful requires, as a first step, a change of behavior. If this is successful, all those involved gain new insights and beliefs (useful method! good principle!), which ultimately result in a small change in attitude. Then comes the next principle, the next method. In general, the incremental change in mindset achieved through the first step proves to be beneficial – quite simply because those impacted in the first step saw embracing a new mindset as being helpful, or, at the very least, it didn't hurt.

Leaders in a hurry can, of course, also attempt to create a critical mass of mindsets and associated individual behavior patterns by recruiting new employees with the desired mindset who will influence the prevailing collective behavior patterns and thus the culture of leadership and collaboration in the desired direction. Generally, this only works through getting rid of employees who do not (or do not want to or cannot) demonstrate the desired behavior. The alternative is simply to play the waiting game: generally, such employees leave of their own accord anyway.

6.0

The next right step for your organization

Successful transformation is the result of taking many smaller steps. For this reason, we recommend that you immediately start with the first right step.

You and your colleagues and/or employees (each individually) complete the As-Is Assessment at the end of this chapter relating to the characteristics and behavior patterns described in this white paper. When doing so, it is extremely important to focus on a particular aspect. Concentrate, for example, on a project team, a department, a division, or the top management as a leadership team. Calculate the average results, discuss any spreads that stand out, discuss the criteria that you used for appraising a cultural characteristic and then answer the following question: Which cultural characteristic do we most need to develop?

Start by developing this one characteristic. You will discover that the characteristics are very much inter-meshed anyway – like a net lying on the ground connected by knots. When you grab one of the knots and pull, the other knots soon follow.

Next, open our New Work Box and search for the cultural characteristic that you want to develop. Find two or three principles and methods that appear to be practical and that you can immediately try out. Some will actually prove useful and work, others will not. Stabilize what is useful and discard what is not. After a period of stabilization, move on to the next two or three principles or methods. Again, stabilize what is useful and discard what is not, and so on – an iterative approach. After a while, you will notice changes to individual behavior patterns, collective behavior patterns and, ultimately, the culture. Your organization will become more transformative and perform better. It will cope better and better with complex environments.

Example from the operations division of a plant manufacturer

Characteristics to Be Developed	Principles & Methods from the New Work Box	Implementation
Aligned Priorities + Consciously Ignore	WIP Limit + Management Backlog + Consent Principle + Timeboxing + Sprint + Few Hard Rules + Not-To-Do List	+ We work on a maximum of 20 overarching projects at the same time. + We re-define this list of projects every 8 weeks. + With a view to resource availability we ask whether there are any objections to the feasibility. + Within these 8 weeks these projects produce usable results. + Within these 8 weeks, resources must be made available for these projects across the board. + Resources for all other projects can be denied.

As a first step, the selected combination of principles and methods in the New Work Box was pretty ambitious. The implementation was correspondingly complex and it had a correspondingly far-reaching impact on the collaboration culture in the management team.

Repeat the As-Is Assessment every six months. You will most likely find that the characteristic you identified for development and worked on has actually developed. It is often observed that other characteristics have evolved as well – a collateral benefit due to the interrelatedness of the characteristics. Decide together whether you want to continue to improve the characteristic that has been the focus of development over the last six months or whether the level of development you have achieved is sufficient for the time being. Take the next characteristic and proceed in the same way.

The decisive factor is that you stay on the ball by taking small steps. To quote Tobias Krüger: “The cultural change in the Otto Group is the result of constantly asking the question **How do we want to collaborate?**”

As-Is Assessment: Characteristics of Transformative and High-Performance Organizations

On a scale from **0** = "**not at all present**" to **10** = "**highly prominent**," use the following table to assess the behavioral patterns in your organization in terms of the **frequency and quality** of the described behavior. Please clarify in advance the (parts of the) organization you would like to **focus on**: the company as a whole, the management team, a department, a project team, or similar.

Characteristics & Behavior Patterns												
1.	**Purpose + Vision**											
1.1	We address the question of why our organization should still exist in five to ten years.	0	1	2	3	4	5	6	7	8	9	10
1.2	We clarify the topics that we will focus on in the future and those that we will not.	0	1	2	3	4	5	6	7	8	9	10
1.3	We talk about the benefits of our products and services for our internal and/or external customers.	0	1	2	3	4	5	6	7	8	9	10
2.	**Aligned Priorities**											
2.1	We define the priorities of our activities jointly with all relevant resource managers.	0	1	2	3	4	5	6	7	8	9	10
2.2	We clearly align decisions regarding the use of our resources to the agreed priorities.	0	1	2	3	4	5	6	7	8	9	10
2.3	We make sure that all parties concerned have a clear picture of what will be done and what will not be done.	0	1	2	3	4	5	6	7	8	9	10
3.	**Consciously Ignore**											
3.1	We clarify the criteria for making decisions about consciously not doing something.	0	1	2	3	4	5	6	7	8	9	10
3.2	With a view to the agreed priorities and the capacity available, we limit the amount of activities that are carried out simultaneously.	0	1	2	3	4	5	6	7	8	9	10
3.3	We do not start any new activities until we know whether we have the capacity to perform them.	0	1	2	3	4	5	6	7	8	9	10
4.	**Iterations**											
4.1	We actively practice the principle of "probe-sense-respond" as the appropriate approach to take in complex situations.	0	1	2	3	4	5	6	7	8	9	10
4.2	We accept setbacks as unavoidable learning experiences that result from trying something new.	0	1	2	3	4	5	6	7	8	9	10
4.3	We ensure that each iteration step produces a usable result (products, forms of collaboration, etc.).	0	1	2	3	4	5	6	7	8	9	10

Continued on next page ›

5.	**Feedback**											
5.1	We give and take feedback on the results of our work.	0	1	2	3	4	5	6	7	8	9	10
5.2	We compare our expectations with each other and give each other feedback on the way we collaborate.	0	1	2	3	4	5	6	7	8	9	10
5.3	We give and take “bottom up” (individual) feedback on behavior.	0	1	2	3	4	5	6	7	8	9	10
6.	**Autonomy**											
6.1	As far as possible, we let decisions be taken by the people who need them in day-to-day operations.	0	1	2	3	4	5	6	7	8	9	10
6.2	We respect the agreed freedoms and powers of each individual.	0	1	2	3	4	5	6	7	8	9	10
6.3	We proactively address risks that could endanger the overall success of our organization.	0	1	2	3	4	5	6	7	8	9	10
7.	**Transparency**											
7.1	We proactively communicate and explain the background to decisions to all of the affected parties.	0	1	2	3	4	5	6	7	8	9	10
7.2	We make sure that all parties involved can clearly understand the contribution that each individual makes.	0	1	2	3	4	5	6	7	8	9	10
7.3	We provide information in such a way that it enables everyone to act independently within the bounds of their creative scope.	0	1	2	3	4	5	6	7	8	9	10
8.	**Simplification**											
8.1	We review the meaningfulness of goals, targets and key performance indicators, and make changes where necessary.	0	1	2	3	4	5	6	7	8	9	10
8.2	We review the meaningfulness of our processes, rules and procedures, and make changes where necessary.	0	1	2	3	4	5	6	7	8	9	10
8.3	We review the meaningfulness of our structures, functions and roles, and make changes where necessary.	0	1	2	3	4	5	6	7	8	9	10
9.	**Trust**											
9.1	We create and maintain conditions that are based on an “advance payment” of trust.	0	1	2	3	4	5	6	7	8	9	10
9.2	We are sympathetic and open to our colleagues’ ideas, even if we do not have the full background.	0	1	2	3	4	5	6	7	8	9	10
9.3	We talk openly about problems, setbacks and the accompanying emotions.	0	1	2	3	4	5	6	7	8	9	10

Across all characteristics:

X.	Operating System											
X.1	**We jointly clarify the question "How do we want to improve the way we organize our collaboration in the future?"**	0	1	2	3	4	5	6	7	8	9	10
X.2	**We explore new principles/methods of collaboration, test their effectiveness and develop them further.**	0	1	2	3	4	5	6	7	8	9	10
X.3	**We address any perceived shortcomings in superordinate structures with the respective responsible parties.**	0	1	2	3	4	5	6	7	8	9	10

With a view to the results:

1. Place a **checkmark** next to those characteristics that you consider to be particularly well developed.
2. Place a **cross** next to those characteristics that you consider to be in particular need of development. Specify the development needs.

7.0

About P1

7.1 The author – Dr. Reinhard Schmitt

- How I see myself: as a clarifying enabler
- Credo: “It is impossible to kick up dust without some people starting to cough.”
- Since 2007 consultant, trainer and speaker at P1
- Main focus: leadership development, organizational development, transformation management, New Work

7.2 Short Profile P1

P1 – It’s the people

We enable our clients to achieve their best, to be vibrant and transformative.
We empower people and organizations to reimagine and effectively deliver leadership and collaboration.
To this end, we create space for change, empower innovation you can grasp and explore unconventional avenues.

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