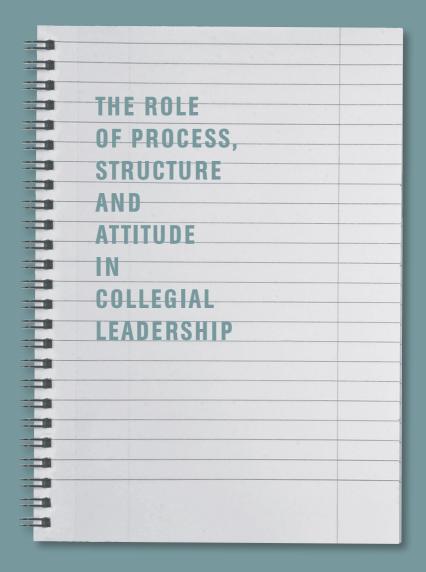
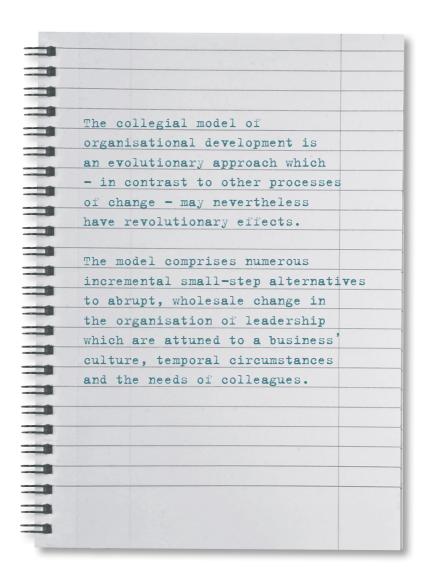
CLAUDIA SCHRÖDER, BERND OESTEREICH



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Chaos Computer Club





In this book we would like to describe the following six basic elements in more detail:

- The PROFESSIONAL SYSTEMIC-INTEGRAL BEHAVIOUR of external consultants who support the company and the willingness of the client to adapt them.
- 2) A SMALL-STEP APPROACH that is geared to the potential tempo of change within the organisation and that can coexist with existing management systems on a transitional or permanent basis rather than abruptly replacing such systems in their entirety.
- **3) COLLEGIAL LEADERSHIP**, i.e. distributed leadership based on the **PULL-PRINCIPLE**, instead of change stipulated from above according to the push-principle.



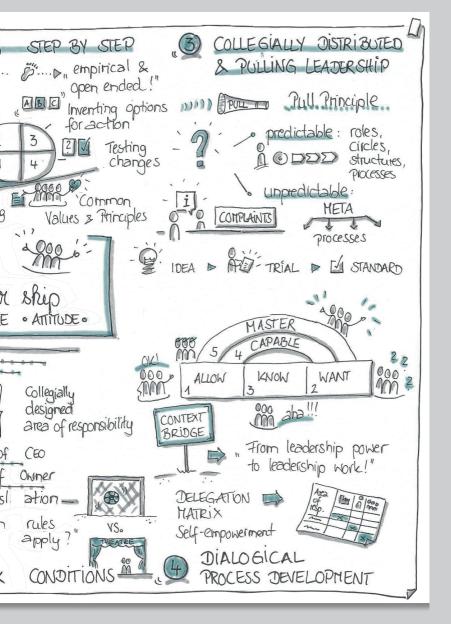
- 4) DIALOGICAL PROCESS DEVELOPMENT with various moderated communication and dialogue formats that facilitate a feedback culture in which consultants act as learning guides.
- **5) A CLEAR FRAMEWORK** that unambiguously differentiates between the collegial framework and non-challengeable leadership responsibilities.
- 6) CLEAR INITIAL INTERNAL STRUCTURE AND PROCESS GUIDE-LINES which enable colleagues to get started on self-organisation immediately without being overwhelmed by ill-defined and entirely open-ended aims which also require extensive training.

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content: Bernd Oestereich & Claudia Schröder / Sketchnote: Heike Heeg



1

A PROFESSIONAL SYSTEMIC-INTEGRAL ATTITUDE

We understand attitude as being a specific inner breakpoint consisting of values, insights, thought patterns and emotional patterns in a concrete context that guides our behaviour. An attitude is therefore not merely a conviction or personal bias - it is observable in the individual life process, i.e. in a person's actions, objectives, statements and judgements. It is a bridge between internalised theory and emotional patterns to practice and ability. Attitudes can be learned and are therefore also part of professional personality development in a work context.

THE RELATIONSHIP WITH THE CLIENT IN THE CONTEXT OF A PROFESSIONAL ATTITUDE

As a rule, the client and the members of the organisation do not yet have the desired attitude: if they did, they would not need our support as learning guide or consultants. A new attitude is therefore not the prerequisite for agile organisational development but its outcome. The client and it's organisational members may have knowledge of agile and collegial values and possibly also of individual experiences. However, they do not usually yet have the attitude in the shape of certain values, insights, thought and feeling patterns which would give the stakeholders support and safety in their actions.

Our main task as external companions in the real organisational context is to make certain attitudes practicable (trainable) and to demonstrate them with great clarity. In this context, an organisation's traditional values will always be in conflict with those of agile organisational development. Stakeholders will also continue to resort back to old patterns of behaviour in the adaptation process. Our task as consultants is to identify these differences, including incipient changes, and to make them clearly perceptible for the members of the organisation.

Consultants require more than just process competence if they are to achieve this. They also need resilient specialist knowledge of agile organisational development which they can use to flag up these differences and emerging developments.

What are the relevant attitudes?

In the following we identify the values and attitudes which we regard as important. We are aware that this is a subjective and incomplete enumeration. In view of the scope of this book, we will simply name these values and attitudes briefly rather than describing them in detail.

CHANGE THE SYSTEM, NOT THE PEOPLE.

A systemic-constructivist attitude is one in which each person acts in a meaningful way from his or her point of view in each moment and context. Human beings are social beings and human existence is only viable collectively. We naturally strive to integrate ourselves into groups, to make valuable contributions and to obtain recognition.

At the same time people are complex beings with different needs, emotions, values, selective perceptions and their own individual constructions of reality. It is therefore impossible to fully interpret, control or predict our behaviour from the outside. Recognition of the integrity of each member of an organisation is one of the basic principles of agile organisational development. The aim is not to adapt people's behaviour to meet certain goals, but rather to create new communication practices, processes and structures that make it easier for people to compare their own image with that of others and to test new ways of acting in order to be able to develop further.