It’s 2011. Management and our profession have existed for a hundred years. With his book 'The Principles of Scientific Management' published in 1911, Frederick Winslow Taylor (1856-1915) gave birth to a new kind of employee: the managers, the people whose task it is to organize the work of others. With them, OD advisors, consultants and scientists eventually made their entry.

Taylor had a (then) revolutionary view on companies and, for that matter, on all organizations. All you need to do is to break each job into its component parts; to define the 'One Best Way' of executing these tasks; to put the right people to the job and have them managed by the managers. After all, workers are lazy and getting them to work efficiently, one needs enforcement. In organizing the work meticulously, efficiency will rise, profits will improve, which will create better wages and more investment funds, which will increase consumption and then production... etc. With his book, Taylor laid the foundation for large scale industrial production in the last century.

Articles and books have been written, in response to the anniversary. Some of them carry the crude title 'Bullshit management' and, are seemingly disappointed by the fact that there is no blueprint for organizations, the whole management-baby gets discarded along with the bathwater. Others repeat the long found truth that all people, including workers, need meaning in their lives and work. This book carries the truism 'I AM not alone in this world' and its alternative is called 'meaningful profit', walking an interesting line between profit and non-profit.

In the magazine Slow Management, we find an article 'Taylor is dead. Long live Taylor.' Some shocking examples of today's Taylorism are cited. Workers that are not allowed to cross a yellow line or they actually do get fired; tasks that have been described to the minute: these are current examples of task contraction in order to gain efficiency, in a manner that would by no means be misplaced in Taylor's book.

Jaap Peters and Harold Janssen are founders of DeLimes, a network of 'activists', with a 'passion for organization that originates in the strength of people'. The two of them have turned the anniversary into a true celebration and a reckoning at the same time. First, Taylor's original book has been translated in Dutch. Secondly, Peters and Janssen have written a biting essay about it, in which they plead for new organizing principles in a new era. The book and the essay are combined in a new book, published in its hundred year old cover, as if time has stood still.

It hasn’t. All the articles in this newsletter again show that it hasn’t. And so does Henk Hogeweg, another colleague of DeLimes, who writes about the Rhineland way of organizing in the feature article at the end. There is not a single blueprint and there never will be. But the underpinning principles have changed: the human standard and meaning are slowly gaining ground and they change according to the context. All we have is a million ideas, some of which work under these circumstances, some of which work under others. That is what is true for the workers of today. And it’s just as true for us, OD people. The challenge is to find the match.
It’s an exciting time organising an international conference. The TO DO LIST never seems to get done! Endless possibilities lie ahead alongside deep chasms of doubts. It seems to me this is the life of an OD practitioner – a balancing act of holding the space and knowing where you are in the process as well. A great deal of reflection is required without losing sight of the purpose of the event – an annual conference bringing together OD practitioners from around the world to share, learn and grow together. What a wonderful opportunity this is – what a gratifying experience I hope it will be for all who attend. Who knows what will be the best part of the conference for each participant?

The Case Study Day – the flagship activity of the conference - a chance to work with a local organisation on an OD intervention, problem, opportunity, debrief. We will be using a methodology called Passion Mapping so that all participants share a framework for preparing and debriefing – the means of engaging as a community.

Facilitating a concurrent session – workshop, case study, research paper – what do you want to share with others?

Attending a concurrent session that speaks to you and your practice – challenges your thinking.

Spending time with like-minded travellers over dinners, drinks, breakfasts – time to talk and listen and expand your thinking.

Working and reflecting with your Travelling Companion Group – creating your collective learning story for the conference finale.

Perhaps one of the Keynote Speakers will touch your heart – show a new pathway for action.

A good way to think about this conference is from the community mindset – we won’t focus on guru-led sessions but rather on inclusive participative processes. With this conference our focus is on building the community, making the journey, and the many aspects of the journey together. Co-creators – not just passengers. Our aim is to provide an environment where people can contribute, learn, reflect, support their fellow travellers and be supported – all within the OD professional practice domain.

www.iodaconference2011.org
27 September - 1 October 2011
Melbourne, Australia
SCHOLARSHIP RECIPIENTS 2011

Name: Oliver Kumawu  
Country: United Kingdom  
Professional Position: Assistant Marketing Manager, Customer Propositions  
The Co-operative Group, Manchester

Name: John Adams  
Country: USA  
Professional Position: Emeritus Professor of Organizational Systems  
Saybrook University, San Francisco  
Philosophy of life: Re-tire-ment only means getting a new set of tires.

Name: Orlando Jalane  
Country: Mozambique  
Professional Position: Program Officer, Academy for Educational Development, Maputo

Name: Line Ingles  
Country: Mozambique  
Professional Position: Program Coordinator, Academy for Educational Development, Maputo

Name: Anna Umba  
Country: Papua New Guinea  
Professional Position: Program Officer, NGO Promotion Program - Horizont3000, Madang  
Philosophy of life: The sky is the limit. However it’s not about winning the game; it is about how you play the game.
This case study offers a systems psychodynamic perspective on how a whole system can become stuck due to the anxieties of the primary task. It offers some brief insights into helping individuals and groups in the system to shift through the use of a number of organisational development and consulting techniques.

In November 2010, a colleague and I were asked to help a not-for-profit (The Service) that worked offering financial counselling to farmers who were suffering as a result of the drought that had swept Australia for the past 15 years.

This project interested us greatly for a number of reasons: my colleague specialised in working in business development in the NFP space and my speciality was in organisational dynamics. I was particularly drawn to working with this client because so many traditional forms of consulting had failed the client over the past 24 months that they were desperate for an alternative approach.

The Service had been through a turbulent period in recent times. Initially established in the 90’s, it had operated for years on a few hundred thousand dollars of Government funding and was run by a voluntary Committee of Management that employed two Financial Counsellors. The Chair of the Committee took up a default Executive Officer role and would drop into the business premises on a daily basis. This was the level of commitment to The Service by the volunteers who founded it.

A farmer’s wife who had requalified as a financial planner originally established the Service and she had held the Chair until recently. On the committee sat a number of business people and farmers from the local area, some of whom were also in the financial planning business, as well as farmers and Mayors and Deputy Mayors of local municipalities.

The drought that plagued Australia for over a decade had hit particularly hard in this region and farmers were under increasing pressure to decide whether to stay and commit to farming (which would mean refinancing in many cases), or to sell up and walk away from the only income source many of them had ever known.

The Federal Government that had funded The Service’s activities had greatly increased the financial support offered to such counselling services by the late 2000’s and that meant it had grown from a two-counsellor business to a business that required 10 counsellors and was in a position to fund an Executive Officer as well as three administrative staff. Of course, the risk to The Service was that this was their only funding source and if the drought broke, the service would no longer be viable, as funding would be withdrawn.

During this phase of growth, the nature of the work of The Service changed. Initially, the counsellors would help farmers in all manner of financial counselling but in recent times, their work was far more restricted due to the funding arrangements with the Government.

Upon reflection, the counsellors believed that the work they did back then was far more effective and better able to meet the needs of their clients. In recent times, they had become restricted to assisting their clients to gain “Extreme Circumstances Subsidies” (EC) to help farmers manage through the crisis of drought. Yet, EC staved off the need for farmers to make a final decision about whether they would ultimately leave the land. EC allowed farmers to buy more time yet it created a dependence on handouts.

Our small consultancy was called in because The Service had undergone a number of crises that had escalated to a point where staff and committee had reported high incidences of anxiety and stress in their work. They reported feeling ill and exhausted.

The committee had hired an Executive Officer in late 2008. During that hiring process, they had recruited for someone with high-level policy writing and reporting skills as they were anxious that if they did not meet the Government’s reporting protocols, they would lose their funding. So they recruited for those skills and six months into his appointment, a range of costly flare-ups occurred:

- The EO had disenfranchised a number of staff and committee with his abrupt manner and was clearly struggling to take up his role.
- The EO withdrew from any staff meetings for eight months because he was afraid there may be confrontation with some of the staff who did not side with him.
- Two staff subsequently resigned.
- The Chairman of the Committee (independent of Committee consultation) gagged the EO from any media presence and threatened to dismiss him if he contravened that instruction.
- The Deputy Chair of the Committee (previously the founding Chair of the Service) continued to intervene/interfere in the operational side of the business and actively undermined the EO at every opportunity.
*Prior to working with the EO we used our preferred psychological profiling instrument: Hogan Assessment Systems, to determine the EO’s potential, his potential derailers and his values. The scores highlighted that this person was happiest working alone and that there was significant risk that he would create dysfunctional and conflict ridden relationships when working with others.

Under these circumstances, it would have been easy to pathologise the individual players in this dramatic set of circumstances. Yet, they had paid consultants and executive coaches to work with them directly on these issues throughout this two-year period and had still failed to shift from their embittered and combative positions.

Informed by a variety of systems psychodynamic perspectives, our work focused less on the individuals and more upon a ‘whole of system’ approach that is informed largely by our work in the field of organisational dynamics.

Our consulting work commenced with individuals (both the EO and key members of the Committee) in deep conversation about the anxieties generated by the primary task of the work of the service.

Our work in these one-on-one dialogues was largely informed by the thinking in “Observing Organisations: Anxiety, Defence and Culture in Health Care”, Hinshelwood, R.D. and Skogstad, W. (Eds) where it is noted that the primary task of an organisation can generate anxieties and dysfunctional behaviours in its members. It appeared that the in-fighting of the past two years had caused the committee and the operational staff to become paralysed and the outcome was they failed to enact their strategic plan and were even failing to meet as a committee for months at a time. When committee meetings did occur, no decisions were made to address the strategic plan and the EO became more frustrated with them as a result. Neither the E.O. nor the committee was able to move to do work for fear of repercussions and/or litigation from the other side.

This observation led us to develop a hypothesis that was built on the notion that the task of moving forward and growing as a service would require them to be less dependent on the one government funding stream, which was almost too difficult for some of the Committee to comprehend. Many were reluctant to diversify their offerings or to even think about the challenges of growing the business so it would have several funding streams. Therefore, we hypothesised that they unconsciously reverted to anti-task behaviour to avoid the work.

The Committee and the E.O. unwittingly colluded to maintain dysfunctional relations so the primary task of organisational survival was avoided. Further data exists for this: the E.O. resigned on two separate occasions and on both occasions the Committee did not accept his resignation, even though they were embroiled in a litigious and bitter dispute with each other.

In thinking about the service in terms of anxieties about their primary task, we were also able to see the parallel processes at work. The Committee were very much in avoidance of making any decisions. While the Government funding continued, they had no urgent need to secure other revenue streams. The parallel is that this was true also of the clients of The Service: the farmers did not need to decide to stay on their farms or leave the land while the Government subsidised their operations. Yet, the unintended consequence of such an action is to create dependence on funding rather than independent farmers: just as The Service had become dependent on one funding stream and as a result had failed to enact strategy.

When individuals began to explore these hypotheses, they experienced real insights into what was happening in the system and so they were freed to think differently about how they could operate in it in future.

It was during this period that we worked intensively with the E.O. who was bewildered as to why he found himself in such an untenable and unrewarding role. We used the technique of Organisational Role Analysis (ORA) pioneered by Susan Long, Burkard Sievers and John Newton in “Coaching in Depth”, H. Karnac Books, London, 2006.

Over three ORA coaching sessions, the E.O. revealed stories about how he took up his role in his family growing up and we explored how that had played out throughout every work role he had been involved in.

He told a particularly powerful story of himself as a six-year-old child watching a show on TV when the front door was broken down by his estranged and drunken father. His father proceeded to violently beat his mother and she bravely collected her son and ran, bleeding, to hide from her husband in a local milk bar.

On reflection, the E.O. had spent his life taking up roles fighting for the underdog and seeing himself as a protector of all things vulnerable. Consequently he had spent 31 years in a paramilitary organisation and reached a high rank until he resigned in protest because someone in upper command had treated his lower ranking reports unfairly. And in his personal life he had achieved 6th Dan black belt in karate, was currently voluntarily instructing children in martial arts and by all accounts was a formidable member of the karate community.
In understanding his past, we were able to work to assist him to understand why every confrontation felt like a battleground where the metaphoric door was about to be beaten down and he was able to see how he could make different choices in his behavioural interactions with Committee members so that less inflammatory outcomes resulted.

With this work under their belt, the Committee and EO were able to agree to partner the staff of The Service in a planning day about the future. We devised a hybrid World Café and Future Search process that attempted to create the space for listening and engagement. Our aim was that if we could be respectful of the diverse intelligence in the room, that process would be both cathartic and mobilising.

By focussing on questions like, “What is the best of the past that you need to take forward?” and “What do you need to create for the future you envisage?”, we were able to create a space for people to share their hopes and dreams in a spirit of appreciation (David Cooperrider). In the spirit of these methodologies (Future Search and World Café) the value in the work is that the people in the room hear the voice of the system and this gives impetus to the task. From that work a Strategic Action Plan was born and The Service was mobilised.

Postscript: The E.O. resigned from the Service two days after the Committee agreed to action the Strategic Action Plan. He has been appointed E.O. of a similar service in the same town.

The project was to result in an on-going consultancy that has continued over 10 months. Currently, the consulting team is assisting the Committee to access alternative funding streams and assisting the Committee to develop selection criteria for a new E.O.

The drought did break in Australia but the farmers, who were so badly affected by the drought in this region, were then hit by monstrous floods and over 50% of their crops were wiped out. The government has agreed to fund the service for another four years as a result but has withdrawn any financial subsidies for farmers. This will force them to make a choice and all of the counsellors agree this is a good outcome.

Colette Smedile

smedilecolette@hotmail.com

Drawing taken during the 25th World Conference in Budapest 2010
Dear IODA friends, colleagues and other professionals,

Only two months to go! Australia is waiting for the OD Community to meet.

Let me take this occasion to thank Glenda and the Australian host team from the bottom of my heart. Glenda Hutchinson, chair of the 26th IODA World Conference, and her team are working hard and enthusiastically to make the first OD World Conference in Australia a memorable event. The team is also supported and sponsored by the Australian OD Association - ODA. A warm thanks also to the colleagues from ODA!

What is waiting for us in Australia?
The 2011 conference theme is “Journeys that make us”. Glenda explains what it means: “The conference itself is another journey, bringing together people similarly ready to "travel" through a process of working with a divergent group of professionals and practitioners…” and “celebrate the differences, tensions and challenges…”

Believe me, you’ll miss a wonderful piece of IODA history if you won’t participate! The program contains many interesting elements such as:
1. pre-conference workshops,
2. a cultural evening at the beginning,
3. a key note by Lesley Beard,
4. many case studies,
5. excursions to local companies.
6. evening entertainments like a visit a local winery

The call for presentations is still open. Please support our Australian organizers and register ASAP. I hope to see many of you in Melbourne, Sept 27 – Oct.1, 2011.

Organization Development on its way to being recognized as a “hard fact” for a company’s success

While writing my presidential words I’m thinking about a topical issue I currently observe in my work as an OD professional. I have reached the conclusion that the topic is VALUES.

I’m watching a transformation of values worldwide. The set of values from which people in different parts and systems of the world start may be different, but increasing global communication and networking inspire new mind sets which go along with a revolutionary change of values.

We are witnesses to the cry for freedom in thinking and acting in parts of the Arab world. We observe a tendency to individualization in Asian cultures. In Africa the value could be wealth. In Europe, especially in my country Germany, I’m aware that former values like wealth, career and status are increasingly being questioned. Long distances to workplaces or customers, extended work hours, disappearing boundaries between work and free time, service demands, the online necessity of a 24/7 week, shrinking time for family and personal needs all drive people to reflect on the purpose of life and what it means to be human. Values such as health, spare time for satisfaction of individual and social needs, holistic individual development - including spiritual maturation - seem to become more important than the old values.

Companies in Germany are being put under pressure by this change of values, especially since changing values are paralleled with tremendous demographic change. In 2013, low birth rates will lead to a loss of 50 % of apprentices within only three years. Firms need to find a strategy for retaining qualified employees and attracting entry level job seekers who have higher demands regarding positively challenging work and developmental conditions. If they really want to address the enriched needs of their personnel, companies will have to increase awareness of the necessity in dealing with their corporate culture and with the values that establish this culture. They will begin to recognize that organizational culture is as an important success factor in a competitive environment.
Let me give an example. A Swabian precision mechanics company – very successful in the world market – suddenly starts to suffer from the burnout of head managers, fluctuation of specially qualified employees and its shrinking attraction for young people entering the job market. Cultural reasons were easy to identify. The founder, who came from a rigid protestant religious background, established a very strict culture: "Your duty is to work, to work, to build houses and not to take care of women – work and die! (a famous Swabian saying). The founder had been buried for a long time but his spirit was still alive. Values that were suitable at the beginning of the industrial revolution which connected to the vision of wealth accumulation for the majority of the population do not fit the challenges of the knowledge age society of the 21st Century. Under the influence of new technologies, internet, media communication, global markets etc., a high work ethic results in health endangering workaholic cultures. For example, in the case mentioned above joylessness was a characteristic phenomenon noticeable to visitors throughout the company.

The Swabian company came to the right conclusion. It opened itself up for a complex investigation of the values of its head officials and its employees. The firm is investing time and money in 90 workshops. In these workshops every staff member is included. The company wants to find out which values attract people who are able to lead the company to success. Therefore, it wants to build up a new culture from the bottom line of the real and up-to-date values of its stake holders.

Interestingly, tensions resulting from organization culture characteristics are not only found in settled traditional enterprises. In one of my consultancy cases I had to deal with the high dropout rate of qualified employees in a young enthusiastic start up company in the IT industry. The founder’s value is freedom for employees to respond spontaneously to the options the world offers. He opens up challenges for young people: “Anything is possible. You only need to use the opportunities I open up for you!” There is no doubt that this spirit attracts young people who have grown up in a challenging modern world. However, quite soon they start to suffer from lack of commitment and uncertainty. They missed direction, structures, standardized procedures and clear development plans. There is no wonder that those who had learned enough left the company and applied for jobs elsewhere. In an organization development process we started to talk about values and needs and helped the founder to understand that his values and needs are not shared by everybody. Traditional values like working to clear rules and following a fixed job description, to getting supervision and guidance from an executive, will always remain essential to employees – or become even more important and more precious since the world around is lacking stability and predictability.

Despite this, the good news is: our profession - Organization Development - is more and more recognized by entrepreneurs and executive managers as having real value, which is a “hard fact” for success!

**Which are the values and changes that drive IODA these days?**

IODA is in a period of change. IODA’s Executive Committee is still dealing with the transition process from an organization status called 501 (c) 6 to the status 501 (c) 3. To describe it in a nutshell, we are now a non-profit organization and can accept donations that are tax deductible. We have to make sure that the donations are used to support education.

I’m very happy to be able to announce that a first endowment has been offered to IODA. In our Australian conference we will honour the sponsor with a presentation to be given by his son. Are you curious to know more? It’s still a secret. Come to Australia and be surprised!
Of course, the change of status is not only connected with gifts. Within the EC it needs reflection, decisions and actions.

1. We are in the process of transforming the EC into a real **Board of Directors**. We started to investigate our values and mind sets to arrive at a common base: We are working on a Code of Conduct which is supposed to be signed by all members of the board. Guidelines for cooperation are transferred.

2. We are going to improve our structure and procedures. We are defining role descriptions of the board positions in order to sharpen our expectations.

3. We have formed 12 committees that are mostly chaired by board members and are expected to meet quarterly in web or telephone conferences. The goal is to involve more members in IODA’s daily work and distribute responsibility. Please contribute to the work of one of the following teams. Put your name at the list by emailing to president@iodanet.org:

<table>
<thead>
<tr>
<th>Committee</th>
<th>Chair</th>
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<tbody>
<tr>
<td>1. Affiliation and Relationship</td>
<td>Peter Kalmár</td>
</tr>
<tr>
<td>2. Communication Coordination</td>
<td>Alette Vonk</td>
</tr>
<tr>
<td>3. Conference Coordination</td>
<td>Mohan Krishnan</td>
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<tr>
<td>4. Election</td>
<td>Ben Arikpo</td>
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<tr>
<td>5. Finance</td>
<td>Roger Drew</td>
</tr>
<tr>
<td>6. Governance</td>
<td>Ulla Nagel</td>
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<tr>
<td>7. Membership Coordination</td>
<td>Christine Wawra</td>
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<tr>
<td>9. Richard-Beckhard-Award</td>
<td>Noble Kumawu</td>
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<tr>
<td>10. Scholarship</td>
<td>Ben Arikpo</td>
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<tr>
<td>11. Website</td>
<td>Annet de Jong</td>
</tr>
<tr>
<td>12. Young Professionals</td>
<td>Christian Harpelund</td>
</tr>
</tbody>
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(takes over from Michelle de Bruyn)

4. Another process created more problems than expected: the transformation and implementation of the new Financial Team. Consequently, there needs to be a good transition from IODA’s Financial Manager Susan O’ Leary to the new Treasurer Roger Drew and his CPA. We have discovered that there are different positions and redefinitions of the job. Changes at interfaces between the responsibilities of the Financial Team and those of the Membership Coordination Committee have to be negotiated carefully.

On July 16, IODA’s Board met in a web based GoToMeeting conference. This was probably the last time we came together in our big circle. The last two months before the IODA World Conference belong to the committees. They want to come well prepared to Melbourne where we will hold our annual face to face Board Meeting before the conference starts.

I’m looking forward to seeing you all in Melbourne. In anticipation of another amazing IODA World Conference I send you my warmest regards!

Dr. Ulla Nagel
IODA President
ulla.nagel@ipu-nagel.de
It has been a busy year for elections. There were personal changes in five positions. The tenure of three positions had expired. Two positions were newly created.

Peter Kalmar and Christine Wawra have been co-opted members of the EC since 2010. They needed to be approved by the IODA membership.

It is our pleasure to declare the following persons duly elected in an unopposed status:

- **Young Professional Coordinator**: Christian Harpelund, Denmark
- **Membership Coordinator**: Christine Wawra, Austria
- **Affiliation and Relationship Coordinator**: Peter Kalmár, Hungary

The tenure for the new member Christian Harpelund will start at the beginning of the Australian Conference in September 2011 and will end with the conference of 2014. During the election process the co-opted candidate Diane Katz, USA for the Secretary of the Board has withdrawn her candidacy. She will stay with IODA as a member of the Recourse Committee.

In this light, we will like to declare the following positions open for elections in due course. The intention is that the outstanding positions will be opened for elections during the members meeting at the 26th IODA World Conference in Australia.

- **Communication Coordinator**
- **Secretary of the Board**

Dear Christian, Peter and Christine, the election committee extend their congratulations to you. We wish you all health, strength, success and confidence for your term as IODA EC members.

**Christian Harpelund: Strategic Objects**

I myself remember all too well what it was like to start out as a very young psychologist at the age of 22. I remember the people who helped me and who believed in me. I remember how important it was to be connected to others - for help, for support, for ideas, for jobs, for feedback, for challenges.

I believe an ambitious target can be set in order to connect to young and new OD practitioners and I believe a lot can be done in terms of organizing this contact and in terms of integrating them in the IODA network. I will see it as my responsibility to foster new and sustainable ideas for this aspect of the IODA contribution to the OD world.

Christian Harpelund: ch@relationtechnologies.com
Christine Wawra: Main Responsibilities

“Creating different kinds of spaces for members’ involvement and connecting opportunities, facilitating the establishment of systematic knowledge management and establishing high level membership services...”

As we are currently doing a lot of activities with social media and web2.0 tools, I would like to derive energy from my work into the network and facilitate online platforms for exchange and knowledge sharing. I would be happy to organize webinars where members can actively engage in the sharing of knowledge and discussion. Furthermore I would be happy to support the organization of local events for networking and exchange. I believe that personal contact is very crucial and I will look forward supporting each of the IODA members in connecting and working together across the globe.

Christine Wawra: Christine.Wawra@doujak.eu

Peter Kalmàr: Overall Goals

I always loved the IODA spirit and being part of many IODA events worldwide and in Europe too. I think that IODA’s mission and goals are worth fighting for. I am convinced that what IODA can do for our profession and what our profession can do for making our world a better place to live in is significant. My overall goals are: to find strategic partners like ODN to support the fulfillment of our mission: spreading the idea and the methodologies of OD into all continents, to deliver learning opportunities in this field and cross fertilize our group by fresh ideas and approaches, to grow membership in all parts of the world but especially in those parts where we are less represented, to represent IODA in different networks and make IODA more recognized in the world of professional organizations and companies, to keep the uniqueness of our conferences by supporting the HCCTs in close collaboration with the IODA’s Conference Coordinator.

Peter Kalmàr: peter.kalmar@flowinternational.eu

At the same time we would like to thank Michelle de Bruyn as the first Young Professional Coordinator of IODA and as a valuable member of the newsletter team. We hope you will stay with the Newsletter Team.

Thanks to Alette Vonk for her commitment as Communication Coordinator. Alette will continue in her position until the conference in Australia and will continue as Newsletter Editor beyond that.

Election Committee
Ben Arikpo,
Mohan Krishna,
Silke Haebold
In August 2010, history was made in Budapest, Hungary. The 2010 Richard Beckhard Award (RBA) went to Noble Kumawu, a Ghanaian, for his outstanding contribution to the field of Organisation Development (OD). The IODA Newsletter Team caught-up with Noble on his experience of winning the Award and brings you excerpts of the interview:

Q: Noble, how do you feel being honoured with the Richard Beckhard Award?

Stunned and disbelief! I believe there are probably lots of OD practitioners out there who have contributed just as much to the field of OD as I have done, so I feel really honoured to be the one receiving the RBA today! It is an unbelievable surprise. Today, Tuesday, 24th August 2010, shall become as important in my life as the day on which I was born!

Q: What do you think earned you this award?

I am not really sure what earned me the RBA. I can only guess. I was already in OD practice for a number of years before I joined IODA in 1998 in Nairobi, Kenya. I was one of the trainers for the 1996/7 African-wide group of students who came together to organise the 1998 IODA Conference in Nairobi. I facilitated one of the parallel workshops that attracted high participation, with the topic, “Drum Beats of Change, Does Africa Need Its Own Brand of OD?” At the IODA Conference in 1999 held in Kanuga, North Carolina, I presented my design of an OD Practitioner Training Programme. Four years later, our company, Organisation Capacity Improvement Consultants (OCIC) signed a Memorandum of Understanding with the University of Cape Coast (UCC), Ghana, to jointly mount and run this OD programme that has become one of the biggest institutionally accredited OD Training Programmes, not only in Ghana but the whole of Africa. We now have around five hundred students who have done or are doing Post-Graduate Diploma, Masters or Doctoral Degrees. The book “Global Organisation Development: A Model for Africa and the World, (Kumawu & Kraus, Feb 2007)” is the first OD textbook to have come out of Africa. This and other materials of mine have exposed hundreds of students and clients to the field of OD.

Apart from that, it was such a joy in August 2008 when Ghana hosted the IODA World Conference for which I was the chairperson.

So, you have to take your pick as to what led the RBA Committee to give this year’s Award to me. Personally, I’ll say many reasons, including but not limited to my professional standing, my solid training, the many years of practice which I have clocked at both national and international levels, my international exposure, my contribution to the training of practitioners, my contribution to the bringing of OD to Ghana, if not Africa as a whole, my efforts in the writing of articles and books, etc. In short, I am not really sure.
Q: Any significant recollections from over the years you want to share with the youth?

I have always tried to present a paper or facilitate a workshop at IODA annual Conferences. I wish I could write more but the pressure of time makes it such a challenge. I divide my time between Africa and Europe, undertaking Facilitation, Organizational Development & Management Development Consultancy, Training and Research assignments or strengthening the capacity of local consultants to do so. My activities date back to 1981. I believe an effective OD practitioner must prop himself up professionally. I receive my professional support from fellow OD and Management Development Practitioners from all over the world and I think it would be wise for the youngsters to try and do the same.

Q: What would you say are the values of OD that you cherish most?

Teamwork (collaboration), openness, transparency and honesty are some of the OD values. I consider myself open and honest, hard working, reliable and just. As you can see, these are values that do not conflict with the practice of OD.

Q: How many years of OD training/education and years of OD practice have you had?

Professionally, I am a psychologist with a post-graduate specialization as an OD Consultant. My first two degrees are both in Psychology. A big chunk of my whole life has been invested in education. For instance I hold qualifications in many areas:

- Diploma Neuro-Linguistic Programming, BRH, Brighton UK
- Intermediate and Basic Organization Development and Management Development Consultancy Training, UK.
- International Organisation Systems Development (IOSD), Gestalt Institute of Cleveland, Ohio, USA
- The Art and Practice of Leadership Development, Harvard University, USA
- A two-year Organization Development (Advanced) & Management Development Consultancy Skills Training, Sweden & United Kingdom
- A twelve-month post-graduate course titled Further and Adult Education Teacher’s Certificate, Salford College of Technology, Salford, (Nr. Manchester), UK.

In terms of facilitation and Consultant Development Training:
- I completed a total of twenty-six weeks of facilitation and consultant development programme
- A ten-week module of consultant training programme (Birkbeck College, London University

I went into consultancy in 1981 and have never left the field nor taken a break from it! So, in terms of education or adequate training to prepare me to do OD or teach others to do so, I’ll say, I am no disgrace or embarrassment to the discipline.
Q: What do you see as your strength as an OD Professional?

I derive some of my strengths from my values as a person, specifically, hard work, reliability, honesty, uprightness, fair play, love for humanity and above all the fact that I am not afraid to speak my truth. This last one does not always work for me with some people but it makes me feel at peace with myself. I consider my Christian faith also as a major strength as I see a great overlap between the Christian doctrine and the values of OD. Walking the talk enhances credibility. Values of OD could be more vividly exemplified and demonstrated in our leadership of the various Organisations by ‘walking the talk’. We seem to preach one thing and do another. The OD field needs professionals who will do what they preach and more importantly live a professional life informed by the OD ethics! Though not as much these days as when I was younger, I do work hard. There was a time in my life when the total number of hours’ sleep I had most nights was four hours. Today, it is a question of if there is work to be done I do it, even if it means spending the night at the office! I have undertaken many OD-related training courses, which I count as one of my strengths. I am a believer in the saying that one cannot give somebody something he himself has not got. Training of OD consultants has become a major component of my calling in this second half of my working life. Being grounded in the field makes me sort of an all-rounder as a consultant, trainer, mentor and a facilitator.

Q: What is your big dream for the field of OD?

I will sum up my big dream for the field of OD in two words: Unity, Professionalism - You see, there are a number of sector-linked organisations that have different strengths. IODA has a human face and I believe this is one of its strengths. The OD Institute is academically inclined, which is also great. The OD Network (ODN) I see as more entrepreneurially-driven. Put all these strengths and many more together and you get a formidable organisation. If these three sector organisations could unite, the field of OD will experience a tremendous renaissance.

Q: Do you have any regrets or yet-to-achieve ventures?

I consider myself a very lucky person. I have chosen a career the values of which do not conflict with my religious and/or private values. I feel very much at home with my calling. No, I have no regrets. If anything at all, I’ll say I wished I discovered OD earlier in life.

Q: What does this award mean to you/ bring to you?

It means a lot to me. In fact, I see it as a positive way to crown my career. I’ll forever cherish it. When I get back to Ghana, I’ll go and show it to His Excellency, Prof. John Evans Atta Mills, the President of Ghana whose journey and election to the presidency coincided with the period I chaired the 2008 IODA Conference in Ghana. The Richard Beckhard Award is humbling and brings honour to me, the OD Programme and our students in Ghana, not to mention the field of OD as a whole. Africa can also now count herself amongst the continents listed as having at least one celebrated OD practitioner.

Q: Finally, any other relevant issue in the field of OD that you want to share or want the readership to know?

Training of quality practitioners is necessary to keep the discipline alive. As a one time member of the OD Institute’s Accreditation Committee, I had the opportunity of reading the design and content of many Organisation Development / Organisation Behaviour (OB) Training Programmes. There seems to be a growing reduction in the focus on what is OD in many instances. For example, some of the OD/ OB programmes that landed on our table for accreditation took a hundred per cent distance learning approach. This implied that the dynamics component of the discipline in the training of practitioners could be done away with and it will still be called OD! I disagree with this impression.

The efforts of organisations like IODA, ODN and the OD Institute in keeping the fraternity together through their respective annual Conferences is commendable. It keeps us together, provides the platform to share experiences and learn from one another. To all of these organisations, I say Ayeekoo! (Well done!). IODA, ODN, OD Institute, keep up the good work!

Q: Thank you for the interview. Noble can be contacted under nobleocic@yahoo.co.uk
WHY DOES ORGANIZATIONAL DEVELOPMENT CONTINUE TO MOVE FORWARD IN THE GLOBAL COMMUNITY?

Jose Campoverde Ayres, Peru
OD Consultant

Six decades have passed since Organizational Development began a permanent global expansion, and since its thinkers Richard Beckhard, Warren Bennis and Edgar Schein, joined three concepts; Beckhard with his work *Change is a process* (1973), Bennis with his work *Organizational change* (1996), and Schein with his work *The individual and organizational change* (1995).

These authors, that modeled the OD, placed man at the center of global change, linked the phenomenon of change to human capabilities, including learning; and finally they related also that organization life—whether corporations, governments, institutions, small business or corporations—was involved in permanent changes, whose effects had impact on democracy—that social system imperfect still, but if would not exist, we would have to invent it.

More than 65 countries in five continents have joined IODA interested in OD; China and Japan, two world powers, find OD principles valuable, its tools effective, and its processes understandable.

Progress of OD is not only horizontal—more countries practitioners—but OD also began to climb the pyramid of global power. All the high management in the global community is increasingly interested in carrying out organizational changes and not only that, but in a shorter time, with citizen participation and shared results.

Imposed changes led by a few people in the world stage, today impact negatively. Freedom is not only valued, but needed in the process of change, due to democratic changes become enriched with cooperation, initiatives, imaginations and futures visions of those involved in it.

The feeling of peace—the basis for progress—elevates the truth as a basis for freedom, and freedom opens the door to imagination, to reflection and change, same as in the closure of the 25th World congress held in Budapest—Hungary. Excellent.

The multicultural mantle of IODA—joined by wise beliefs of founders—is becoming increasingly spread; in it races are joined, different economic levels are articulated, futurist thoughts are joined, and good practices are engaged to promote a global culture that takes care of earth, promote human efficiency, facilitates fair transactions, and where human and organizational development grow while keeping values that we can transfer to future generations.

Jose Campoverde: jose@campoverde.com.pe

SURVEY- WHEN WE AGE, SOME COMPETENCES WILL INCREASE: WHICH DO YOU THINK THESE ARE?

The IODA founding member Leopold Stieger is known for his concept and platform “senior4success”. It is addressed to people who start thinking about their new period in life as retired person and encourages them to plan this time very carefully.

The society and the politicians have an unclear imagination about age. Unfortunately also the older people themselves are in little founds of their self esteem due to the unawareness of their unique competences as older manpower.

This is a link to an overall survey on competences which will increase while aging.
http://www.seniors4success.com/survey Please take 3 minutes of your time and select 7 items out of 20 which you think are the most important to you. You will receive a result (average of all participants) right away.
Big Success in planning and putting value on your retirement time. Here is the expert’s contact: stieger@seniors4success.at
GIVING VOICE TO VALUES

Book review by Lynne Yeannakis, USA

Book: *Giving voice to values*, how to speak your mind when you know what’s right
By: Mary C. Gentile, Yale University Press, 2010

Most ethics courses are designed to teach students about how to be aware of ethical conflicts, how to avoid them, or how to analyze and debate them. Harvard has whole case books which are used to teach about ethics, not how to behave ethically. In today’s world of corruption and conflict Dr. Gentile suggests that "what we really need now is preparation and practice for action".

In my OD practice, as I suspect in yours, I have experienced times when my values and those of my clients, organizations, and colleagues have differed. This book presents an approach based on the assumption that we usually know what is right but that there are barriers such as: we are afraid we might make a fool of ourselves, that people will be angry with us, that we will lose the contract etc.

"The book focuses on just how to enact the values we know, in our deepest selves, are absolutely essential for personal, business and societal survival and flourishing." (from the cover jacket)

As OD practitioners we have the opportunity to model ethical behavior and share our values. Dr. Gentile provides both a methodology for overcoming these barriers and specific tools and exercises to help us accomplish this.

I recommend this book for any of you who have felt somewhat inadequate in dealing with ethical conflicts in your work or life. I believe OD is a values based profession and that we need to become skilled at acting effectively on these values.

Lynne Yeannakis: lyeannakis@aol.com

Thank you – Bev Scott

IODA expresses its appreciation and gratitude to Bev Scott for her donation of about 1,000 books. Her generosity and willingness to share part of her personal library is an important milestone for IODA and for the book recipients. We are happy to announce that the Mozambique 2012 IODA Conference team will be receiving the books, paying for their shipment, and responsible for their placement in their country. Thanks so much to both Bev Scott and our Mozambique team!

You, too, can donate books to IODA and then we will find interested recipients in our global network. When you are thinking about what you should do with all those books in your office and/or your home – please think of donating to IODA.

Also, IODA is asking that those persons representing an organization wishing to receive books to please contact us via the Resource Development Committee – kcsaeres@erols.com. Thank you.
THE CONTINUING STORY OF OUR ORGANIZATION

Alette Vonk, NL
based on input from Avi Altman, Israel

In the previous IODA News we published the first article 'The story of our organization' and here the story continues. It all started in India, where Avi Altman conducted several interviews with IODA members. Being a long standing member himself (and participant of about thirteen IODA conferences), Avi had decided to ask others: 'What are your concerns, thoughts and hopes about the future of IODA?' From these inquiries he identified five themes, which he discussed during a session that he conducted a year later, during the conference in Budapest. The themes were:

1. Are we big enough?
2. How do we manage ourselves?
3. IODA and OD around the world.
4. What do I get from IODA?
5. Are we still relevant?

The group that took part in the session was of a good mixture of diverse affiliations concerning IODA. Veterans, short time members and non members; young professionals and senior professionals: this heterogenic team enabled interesting viewpoints and a stimulating discussion.

Avi has written a short report of the session and based on this, he has written a letter to the EC, mentioning the main insights and suggestions. In the previous IODA News, we shared the discussions around the first two themes with you. Here we would like to share the discussion about the remaining three themes, set out in the three tables below.

As Avi also states, this “is a good way to create open discussion on issues of concern within IODA and to let all those who want to..."
### Theme 4: What do I get from IODA?

<table>
<thead>
<tr>
<th>Social, OD and internationality</th>
<th>Business interaction</th>
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<tbody>
<tr>
<td>What holds me in IODA is the social part, the opportunity to visit places I haven't been to, and the professional enrichment.</td>
<td>The right question is what IODA is and not what do I get from it.</td>
</tr>
<tr>
<td>There are 2 important things in IODA – OD and internationality. For me the internationality is the most important. I come with the assumption that by being OD professionals we are alike, share the same values. I like the internationality, I learn a lot from it.</td>
<td>It has to be linked to a personal interest too. May be if I was invited to take part in a master degree plan, or to a mutual project, but there is no business interaction like these here.</td>
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<tr>
<td>In conferences I want to see good professionals that I can invite to use for our education programs. This is my vacation, my personal learning time, to make new</td>
<td></td>
</tr>
<tr>
<td>The main contribution of IODA conference is the professional and the social encounter.</td>
<td></td>
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<tr>
<td>While working in the executive committee we made things that did not come to the knowledge of all the members. I wonder if what I get from IODA is what others get too. Maybe we should ask more what do people get from IODA.</td>
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### Theme 5: Are we still relevant?

<table>
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<th>We are doing fine</th>
<th>We need to change</th>
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<tbody>
<tr>
<td>IODA was established as a group of people who were looking for an opportunity to share ideas, to talk about practices, to create inspiration and to see what is new in the field. That was the beginning. We wanted to be a democratic organization, without staff and institutions, to organize on a low budget base. We didn't like the big academic conferences of research presentations and we wanted the sense of contact.</td>
<td>We need to talk about the role of OD with regards to sustainability, to community development. Now the direction is more towards training. The challenge of OD is to take the role of managing the dialogue between multiple stakeholders, with contradicting needs. A difficult question is who your client is and who pays your fee in these situations. If IODA could not take this turn it will soon become obsolete.</td>
</tr>
<tr>
<td>We were established 25 years ago, we still meet every year, so apparently we are doing something right.</td>
<td>If we are looking on the profession in broader terms, it is still very American. IODA wants more international involvement of the field. We have been in India and saw mostly American presentations.</td>
</tr>
<tr>
<td>There are things we need to change but even if we go on like this, it is good. It is good to inspire people to meet, to work together, and to make a better world. I think we are doing fine.</td>
<td>The future of IODA is connected to the future of OD as a profession. It appears that OD as a profession is struggling to find valency within the business community</td>
</tr>
<tr>
<td>The world is changing, OD is changing, and we need to change too.</td>
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</tbody>
</table>
Avi concludes with the following insights and suggestions, and here I would like to repeat all of the insights he shared:

1. In general, the issues raised in the text portray a typical picture of organizations of the kind that IODA is similar to. The themes and the way people relate to them reflect tensions that are part of the conflicting trends and interests that exist within such organizations, but the manifestations of them in the text indicates a healthy organization.

2. The gap between the levels of investment in IODA – small group that is working hard during the year and a relatively large group that are involved only during the conference – is maybe a source of concern. Thought could be given to the ways that other members of IODA can "bring their dish to the party" too. On the other hand, being a member of the EC and taking on the active role and stepping into the front of the organization is also rewarding in itself.

3. With regard to the issue of the size of IODA, the organization should be big enough to support local OD organizations and to be strong enough to function as an umbrella, professionally and logistically, to the local organizations.

4. IODA should clarify its mission and its values and make them more explicit and more accessible to all those who are looking for information about it (people said that during the session they tried to learn about it from the website and found it difficult and unfriendly to the user).

5. It is important to maintain the intimate spirit and family-like feeling of the organization. They are important characteristics of the organizational culture. This thought was common to almost all those who took part in the session.

6. IODA should be more transparent in the way it manages itself. It should be clear what the decisions that are taken are, and the members should take part in the decision processes.

7. As for the executive committee, the roles of its members should be clear and should be made explicit; inconsistency among members of EC in voting should be amended; Also, the EC should think of itself as a board.

8. It is necessary to create more active engagement with all IODA members during the year and not settle with the activity that take place during the annual conference.

9. The mission of the organization, and the by-laws that derive from it need to be re-investigated openly, with active participation of all members.

10. IODA is still relevant to its members and to the professional community if it stays open to new approaches and experiments.

11. IODA should strive to attract young members and to find ways to involve them in the organization. The organization should address issues that can hinder the young member’s participation e.g. the cost of attending the annual conference.

Thank you Avi for these insights and suggestions, giving IODA another opportunity to look at itself!!

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Avi Altman
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Have the arguments for sustainability gotten stale – or omitted the most important points?

Make no mistake: the need for sustainable solutions has never been greater. After seemingly endless attention, is it possible that everyone who’s going to be moved to action by arguments about recycling, pollution, water quality, deforestation, soil and fishery decline, and climate change has already activated?

If that sustainability message is no longer useful, then new information that people haven’t already heard is essential.

Consider the following set of interacting challenges:

**POPULATION**: Global population is growing every year at the rate of eight additional New York Cities – 76,000,000 additional people. No matter how well this is handled, there will be big resource availability challenges. Poorly handled population growth is a recipe for global unrest, starvation, migration, and terrorism.

**NATURAL CAPITAL**: When half of a total resource has been used up (it’s always the easy half that is withdrawn first), the costs of extraction rapidly escalate and the risks associated with extraction also rapidly increase. The halfway point is called “peak” because extraction always follows a bell-shaped curve. Oil, coal, uranium, natural gas, copper and many other natural resources are near or past “Peak,” while the demand for these resources continues to grow each year.

**ENERGY DEPENDENCE**: ALL prosperity is entirely dependent on cheap, abundant, high efficiency energy. Virtually every activity we engage in requires readily available cheap energy supplies. We are soon going to be at a major challenge point in terms of energy availability. Peak energy extraction follows peak energy discovery by about 40 years. Global peak discovery of oil was 1964. There are no viable alternatives scaled for adoption at the global level.

**ECONOMY**: ALL money is loaned into existence. Since ALL money creation establishes debt that must be paid back with interest, economies MUST grow perpetually (debt levels by definition also grow perpetually). At any moment, there is more debt than there is money to repay it. Debt levels everywhere in the world are reaching extreme levels.

These issues – population growth, resource depletion, the economy, and energy dependency – are at least as urgent as the need to address climate change, and may reach a part of the population that has been unmoved by calls to “save the environment.” These elements are all interacting in a complex system. The economy MUST GROW, cheap energy CAN’T GROW, essential resources are rapidly DEPLETING. Something will have to give in this three cornered system!

The above, plus rising probabilities of pandemics, fires, earthquakes, terrorist attacks, etc., make significant short or long-term disruptions to “life-as-we-know-it” increasingly likely. Few people are prepared for such disruptions. We are convinced that the next 20 years are not going to be anything like the last 20 years!

In addition to promoting the greening of organizations, I believe it is imperative that we also prepare individuals, families and communities to establish the following “securities”: **Food, Energy, Water, Shelter, Physical, Financial, Health, and Social Support**. Is it better to be prepared for disruption and have nothing happen or to do nothing and have all hell break loose?
In our local area, we are following the “airline announcement” of “first put on your own oxygen mask and then help others.” So we are offering many seminars on personal preparation for any possible disruption of services. As we develop a cadre of people who are prepared in their homes, we move to focus on community preparation – skill building, emergency Red Cross trainings, resource sharing, building trust, and more…

In our area, local OD practitioners are taking the initiative in preparations for an uncertain future. May I humbly suggest that all readers look into these areas and determine ways to use their OD knowledge and skills locally, in order to have prepared families and communities when the eventual disruptions of services, fuel, food, water, and so on occur. There are many excellent resources that are easily accessible today for preparing for an uncertain future. Do we have the will to be prepared?

John Adams
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MY EXPERIENCE

Sharon G. Tutaan, Philippines
Part time professor of Father Saturnio Urios University (FSUU), Butuan City,
Teacher in Total Quality Management and PhD Student in Management at Saint Joseph Institute of Technology (SJIT)

My experience in attending some of the OD seminars, found me seeing a greater horizon. I had a deeper understanding of myself, thus, discovering even the hidden potentials I had never seen before.

Since I had no laptop or USB during those seminars conducted by the OD students of FSUU (Father Saturnino Urios University), taking notes of the important points made me busier than the other participants. The lessons I learned made me a different person since I had no subordinates nor an organization to handle. Yet OD helped me manage myself well; from my finances, emotion, time, decisions, communications and my character as well.

OD in application came to the test when somebody barged into my work and suddenly hit me in the face. The instinctive and muscular movement of my hands and feet sent him reeling though, in my heart and mind I was so organized. I was so aware of how to behave well and maintain my composure and poise.

This is how OD applied to me. Though I was just in attendance at the OD seminars (thanks to my professor and mentor Dr. Elizabeth Son who keeps inviting me to those seminars), the lessons I learned taught me to organize and manage myself well. Perhaps, OD must not be seen only as how well we develop organizations, but must first be exemplified in the person as well. Developing one’s self to its higher potentials is how OD was interpreted to me.
DO YOU WANT PEACE? A MAASAI CONFLICT-RESOLUTION PROCESS

John J. Scherer, Poland

This story talks about our two-week school-building/personal development experience with the Maasai in Kenya—and my subsequent friendship with Kakuta Ole Maimai Hamisi, a Warrior Leader and visionary deliverer of his people.

We sat in a circle beneath the larger-than-life sky in the Kenya bush, ten people from the world of cell phones, computer games, air conditioners, unlimited water, and gas-guzzling cars full of lots of technologically advanced information about how the world works. Boy, did we have a lot to learn. . .

Kakuta, the highly-respected “Maasai Messiah” (that’s my term, not his, BTW) and our new Maasai brother, and our guide through their fascinating world, was telling us in one of our reflection sessions about how his people deal with conflict. First of all, there is not much of it. Even though they live a nomadic life with few personal possessions, there is a spirit of abundance that permeates their interactions with each other—and now with us. Suffering for almost a year from a terrible cattle-killing and life-threatening drought, they continually offered us tea made from their precious goat’s milk. In the Western world, one might expect a constricting of generosity and a more self-concerned stance in the face of obvious scarcity. And conflict over who had what. But not here. The things that precede conflict here, usually driven by fear of some kind—like status, control and resources—simply aren’t an issue.

One example: when Kakuta is not in his Kenyan community (he commutes back and forth from Seattle, where he has a base of operations), other Warriors step up and lead and make decisions. The power structure shifts to adjust to his absence. After two or three months, when he comes back to the community, you might expect his fellow warriors to feel a little put out: “Oh, here comes Mister Big Shot, bringing in all the people and showing them everything he knows. While he was gone in America, I/we’ve been here, taking care of everything. Who does he think he is?” On the contrary. Each morning, when we would go out on our “little morning walk” before breakfast (sometimes 4-5 miles!), the other warriors stepped aside and allowed their respected brother, Kakuta, to take the lead. The flowing back and forth of leadership was seamless and without rancor.

The Maasai Conflict Process

But let’s say two people have a conflict that they have not been able to resolve. The elders would go to Person A and says, “Do you want peace?” Then to Person B: “Do you want peace?” Kakuta tells us, “There is only one right answer to that question!” If either person says “No” they will be gently but firmly escorted out of the community! Nothing, certainly no personal agenda, is more important to the Maasai than the maintaining of community. So, let’s say they both say “Yes.” At that point they are put in a hut (think friends). Then the friends start to speak among themselves, saying what they heard each other say. (Paraphrasing or Mirroring in our lingo), and working toward a kind of consensus as to what happened and who will be the one to yield. (It’s not about who was wrong, but who must yield in this case.)

The friends make their decision known to the two people. Let’s say Person A is told they must yield. They can appeal to the Elders (s) waiting outside if they choose. But as Kakuta explains it, the Elders almost always support the decision of their friends. Person A then has to give Person B one of his/her goats as a sign of their reconciliation. (Now there are three kinds of goats in the herd, two special and one not-so-special: 1) Milking Goats (they have names), 2) Breeding Goats (they have names) and c) Meat Goats, which will be eaten—and do not have names. Person A must give the other one a goat with a name. Thereafter several things happen. First, every time the two people encounter each other, they greet each other using the name of the goat! “Hello, Susie!” thus reinforcing the reconciliation for themselves and the community.

Second, no one brings it up again. It is a done deal. Finished. Finally, their respected place in the community is completely restored. There is no such thing as guilt-tripping in the Maasai world, no put-down laughter, no sarcasm or ridicule. We have much to learn from these beautiful people. Blessings!
During the Organizational Development Network (ODN) Conference in Austin, Texas in 2008, I attended a wonderful keynote by Ori Brafman about the power of leaderless organizations. He concluded with ten rules for organizations in the 21st Century:

1. Diseconomies of scale: big companies don’t guarantee success;
2. The network effect: every new member adds more value to the whole;
3. The power of chaos: new emergent organization instead of managed organizations;
4. Knowledge at the edge: knowledge is spread throughout the organization instead of just at the top of the organization chart;
5. Everyone wants to contribute: people want to share and contribute to the organization instead of being bossed around;
6. Beware the hydra response: if you try to destroy a starfish organization, you may have two of them right back;
7. Catalysts rule: it’s not the CEO who’s doing ‘it’, but the catalysts in the organization;
8. The values are the organization: ideology is the fuel that drives the decentralized organization;
9. Measure, monitor and manage: focus is on the core process, especially satisfying the customer;
10. Flatten or be flattened: give up control and give power to the workers of the organization.

The ten rules of 21st Century organizations have a strong match with the principles of what in the Netherlands is known as The Rhineland Way of organizing.

After the ODN presentation I met Ori Brafman in person and we talked about the Rhineland Way and he immediately recognized the power of it. When he signed a copy of his book - The Starfish and the Spider - for me, it made me proud to read: “I think you guys are ahead of this country in your thinking and I so look to learning more from you.”

Later on during that same conference we listened to another keynote speech by Pamela Hartigan about “The Power of Unreasonable People.” She showed the audience how social entrepreneurs create markets that change the world. Pamela also mentioned several West-European examples of ‘unreasonable organizations’. In her book with the same title, which she wrote together with John Elkington, she quoted George Bernhard Shaw, who inspired them for the title of their book: The Reasonable Man Adapts Himself to the World, Whereas the Unreasonable Man Persists in Trying to Adapt the World to Himself. Therefore all progress depends on the unreasonable man.” She touched one of the principles of what my colleagues Jaap Peters and Mathieu Weggeman in their book with the same title called ‘The Rhineland Way’, a European way of organizing, which experiences a revival these days after being oppressed for more than 100 years now by Taylorism, an Anglo-American concept developed during the Industrial Age. Peters and Weggeman state that “it all begins with your way of thinking. Your thinking influences the way you look at organizations and the outside world.”

After the Berlin Wall came down in Eastern Europe in 1989, the classic antithesis between communism and capitalism disappeared. There was just capitalism left over. At least, that was the way the world looked at it first. In 1991, Michel Albert, the former Director of the French Planning Bureau and then CEO of an insurance company, introduced the concept of ‘Rhineland’ in his book Capitalism contra Capitalism. He recognized two different forms of capitalism after the fall of the Berlin Wall and the neo-liberal heritage of the American President Ronald Reagan in the 1980s. He saw, on one hand, Rheinish capitalism, as he called it, based on solidarity and to be found in, for example, Germany, Switzerland, France, The Benelux Countries, Scandinavia and Japan. He saw, on the other hand, an Anglo-American form of capitalism, based on individualism, to be found mostly in the United States of America, Great Britain, and Singapore.
This is the reason for us to talk about the 'Anglo-American' and 'Rhineland' way of organizing. Although the geographical reference of these terms may suggest differently, it needs to be stated that also in the Anglo-American countries the Rhineland Way of organizing can be found, and we also can see lots of examples of Anglo-American ways of organizing in Europe.

The Rhineland style is based on social security, frugality, communal feeling and has a long term investment focus. Being an economist, Michel Albert called it the ‘Rhineland Model’, referring to it as an economic model. The roots of this model, though, go back as far as the 19th century, when there was a widespread uprising against the consequences of the greedy individualism and the ‘laisser faire’ capitalism coming from the Industrial Revolution.

I had a chance in the spring of 2009 to meet Michel Albert personally. I picked him and his lovely wife up from Rotterdam Central Station to bring him to the 2nd Rhineland Conference that we had organized in the Netherlands. Together with the Belgium Prime-Minister, Yves Leterme, he was one of our keynote speakers at the conference. Talking in the car about the way we, people of DeLimes Organizational Development Network, worked out the Rhineland Way of organizing, Albert admitted that he had never regarded the Rhineland Model as a style of organizing at political, societal, business and organizational level, but he recognized the importance of these levels immediately. The world was still at the beginning of the financial crisis and many people thought about how this could have happened. In his Newspoort Dinner lecture in The Hague, November 2008, Yves Leterme stated it this way:

> It is clear: the free market can work well – to put it in Erhard’s words: ‘everyone takes part in the success’ – only if governments also play their roles and interfere in the economy where necessary. The Rhineland Model does not plead for a government with all-powerful ambitions. It does not place government offside either. It places government in service to society; in other words, government should serve economic growth, social justice and sustainable management of the earth. It is for this exact reason that the Rhineland Model is superior to the Anglo-American or Chinese model.

It is solidarity that is different from the Anglo-American capitalism. Both capitalist systems strive for liberty and equality, but the Anglo-American capitalism puts individualism in the place of solidarity. Influenced by the Anglo-American way of thinking, a shift from solidarity to individualism is seen in Europe these days. The Dutch philosopher Prof. Koo van der Wal noticed this shift and stated that solidarity should not be given up: “a society only based on the principles of liberty and equality will be an inhospitable place. Society risks to crumble, fragmentize and become the aggregate of lonely, egocentric and often conflicting individuals.” It is from this concern that the Rhineland organization principles need special attention.

The Rhineland working culture typically aims at the content of the activities – production processes built on craftsmanship. It also aims at achieving social consensus among employers, employees and financiers. Trust, loyalty and cooperation are important values. This is contrary to the Anglo-American approach where the thinking is focused on the financial dimension. Comprehension through counting and strictly demarcated responsibilities leads to reductionism or simplification. The focus on output leads to elevating goals into means. What is more, the highly commended vitality and flexibility of the Anglo-American style may easily lead to insecurity as people are afraid to express their opinions and risk losing their jobs. It is a very clear rule if the boss takes all the decisions, but are they the right decisions? In the Rhineland Way there is a saying: “Alone you will be quicker, but together you can achieve more!”
Rhineland organizing vs. Anglo-American organizing

The Rhineland Way focuses, as mentioned above, on the primary process. The quality of this process depends on the craftsmanship of the specialists executing the process. They need the right skills and decision making freedom to do a good job. Craftsmanship is regarded as the intrinsic motivation to deliver the highest quality and to produce something beautiful. The craftsman’s activity is aimed at the production process, the materials and the products. In this the real craftsman will put himself, his knowledge, his care and his attention. This is contrary to the Anglo-American approach where the context is regarded to be less relevant, where management takes the decisions and others execute, where the focus lies with generic competencies, which are easily replaced or disposed of. There is little recognition of skills and knowledge in this context.

In terms of structure, the Anglo-American organization is set up for easy plug-and-play purposes. As most of the typical Anglo-American organizations are listed on the stock exchange, they become part of general trade. The fragmented silo-organizations look very efficient from the outside, but if you look closer you will notice a high level of bureaucracy with lots of expensive coordination mechanisms. How different this is in Rhineland organizing, based on improving the quality of the work for the customer, for the employee, for the financier and for the environment. Integration instead of specialization is their motto. Most of Rhineland businesses are family owned and thus can have a long-term perspective with a responsibility for future generations.

The Rhineland organizing principles can be summed up like this:

- Responsibility and authority are decentralized;
- It all starts with the intrinsic needs of the employees;
- Focus is on the cooperation between the different parts of the organization;
- Coordination is executed at the shop floor because the people in the primary process know best what is necessary;
- Leadership focuses on developing ‘task mastership’;
- Skills and personal quality are equally important as material knowledge or content knowledge;
- In the structure much is handled by the employees;
- Organizational development and management development are secured;
- It is a ‘learning organization’;
- Lateral communication is more important than vertical communication.

In Anglo-American organizations we observe that the secondary processes tend to take the lead. Sometimes people working with these organizations even tell us that they are a staff-based organization. In Rhineland organizing the secondary processes support the primary process, and nothing else! Management at Rhineland organizations realize that people do not come to work to do just anything and merely execute what management tells them to do. Rather, employees are stimulated to contribute on important issues. After all, people like to contribute to something important. Real craftsmen behave independently and in an adult fashion in their jobs.

The most important drive for change is the way people give meaning to the organization. They continuously construct and re-construct the organization in their mind. If we ask people to draw a picture of their organization, automatically most of us will draw an organizational diagram, with all the hierarchy and job titles. The customer tends to be forgotten and is not part of the picture. A typical Rhine-land employee, though, would put the customer at the heart of the organization, surrounded by a circle of employees that are in direct contact with the customer. In the next circle you can see the supporting processes.
**Working the Rhineland Way**

Management in Anglo-American organizations means ‘getting things done through people’, whereas in Rhinelan organizations leadership focuses on getting things done for and by the people. Also private time and working time are not as strictly divided as in Anglo-American organizations. You are simply a craftsman 24 hours per day. It's part of your identity, something you can not switch off as you leave the organization. The employees earn a fair salary, as does the leadership in a Rhineland organization. Fairness is highly valued. The extensive bonuses for the top-management we all know of in Anglo-American organizations are regarded as perverse. Within the Rhineland organizations that I familiar with this just would not happen.

I strongly believe in the strength of the Rhineland way for the development of society, of organizations and individuals. Research by Dr. Jan-Pieter Bezemer has shown that typical Rhineland organizations have proved to be able to adapt better to changing circumstances than their Anglo-American counterparts. Also the employee satisfaction in Rhineland organizations tends to be higher. Most importantly is the fact that Rhineland organizations focus on doing the best for the world instead of being the best in the world.

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*If you want to learn more about The Rhineland Way of organizing you may download the English eBook “The Rhineland Way” from [www.eBook.nl](http://www.eBook.nl).*

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FROM THE NEWSLETTER TEAM

We would like to take this opportunity to thank everyone for their support and contribution to this issue. We are always looking for more IODA News items from members. To make a submission to the Newsletter, please email Alette Vonk: allettevonk@yahoo.com or silkehaebold@online.de.

We welcome other individuals interested in working with the newsletter team to make sure that the newsletter content is as representative as possible of the interests and activities of the IODA community.

As always, we welcome any feedback that will help us to provide a great newsletter to IODA members and friends.

Sincerely,

The Newsletter Team

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