

Leadership

The Foundation | The Space | The Challenge | The Appearance |
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Leadership



IMO

INSTITUTE FOR MAN
AND ORGANISATION
DEVELOPMENT

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The Foundation

Foundation for leadership

The family life is the gratitude of birth
and all that is connected to it
like religion, nationality, language.
The organized life:
that is our ultimate and
common creation.

It is us falling out of the big story
dressing in technological systems.
The organisation as our home.

The individual responsibility is
what remains.
The foundation

And then:
Who is my community that gives sense,
which answers to my needs
no one else cares for?

In the light, in the sun,
coming into dialogue.
To connect ourselves with others,
because of the moral step we take.
To do the good.

Leadership and community

Leadership and community
are each of the same
Totally connected to each other.

In the traditional, natural community
leadership is a person.
In the organized community
leadership is a process.

Leaders create processes
in which others can act.
Vision and mission give direction.
The invitation to participate
makes it happen.
We help each other.

Leadership breaks through patterns,
searches for new roads,
makes next steps in the unknown.
We participate in the process of leadership,
Changing – Developing – Innovating.
We come in movement,
we experience sense.
We are there.

Leadership and core processes

There are two existential sources
of an organization,
two core processes.

The client is the existential source
who nourishes:
the value creating pole.
Money, new ideas, sense making
stream into the organization.
The proof of the pudding.

Leadership is the existential source
giving impulses:
the sense making pole.
Mission, direction, steering
stream into the organisation.
There we find the next step.

To connect oneself with these two core processes,
the process with the client and
the leadership process,
means
being well connected to the organisation.

This balances complexity,
problem creating,
specialised, divided being,
compensates for daily worries,
the endless troubles.

The Space

The horizontal space

There is an up there and a down here.

Vertical.

That space is fixed.

From above, spirit structures and gives meaning.

From down under, the earth carries and becomes concrete.

In the horizontal space

we meet each other.

That is the space

where our leadership is needed.

It is the space

where we meet our clients,

where we co-operate,

help each other.

A space also of confrontation and battle,

where everything appears and dissolves.

In the horizontal space people group.

Communities of me and the other are formed.

There processes stream,

there is flow and stagnation.

Money and goods circulate.

It is there that the leader regulates,

connects and separates.

The choosing of what to keep busy with

or what to say good-bye to.

Vertical and horizontal leadership

Being in a position of power

Vertical hierarchy is everywhere.

The protection of the system's skin.

It is top—down and bottom—up.

Discipline is the word:

This is Management.

However:

Values we create in dialogue.

The meeting with the other.

The self shaped horizontal space.

In there we can grow

to human consciousness:

This is Leadership.

The sense of the vertical is:

“Back to the original source.”

The Godly principle of Creation,

which we act out.

The sense of the horizontal is:

“What we are going to be.”

The human principle of Creation,

through which we add our value.

Management and leadership

Managing is not leading
but just working hard.
Like everybody behind the PC,
the tool table, in the archive.

Managing is the organizing
of conditions for others,
getting to the results,
solving the problem,
discussion with others,
planning of systems.
Management works vertically
directed to specialised questions.

It is a misunderstanding to think,
that managing is equivalent to leading.

The leader leads people
in a process of co-operation,
with eyes on the future,
learning from the past.
Leading is the steering of processes,
the coaching of people:
with an inspired vision
not afraid to intervene when needed.

The Challenge

The leadership paradox

In all that we create
its downfall already exists.
In all that we strive towards
the opposite is also reached.
When we climb the mountain,
the descent is inevitable.

Therefore the leader has to apply
the paradox intervention.

When we are almost falling,
stimulate gracious movement.
When we are successful and grow,
start something new.
When we are disappointed about what we reached,
strive to the impossible.
When we arrive,
make yourself ready to depart.
When the great feels heavy,
carry the little.

When you lead,
you serve the other.

The leadership dilemma

Leadership is handling dilemmas
and making choices.

Leaderships dilemmas are:

| | |
|-----------------|------------------|
| Client interest | Company interest |
| Me | Community |
| Discipline | Freedom |
| Contracting | Expanding |
| Structuring | Process design |
| Operating | Developing |

Leadership is making choices
that lead to next steps.

Leadership is also "sensemaking".
Creation of reflective space,
starting experiment,
a dialogue with those involved,
taking care that the system stays open,
observing and recognizing workings.
An invitation to the other.

The leadership game

The leader has the say.
When there are problems,
he brings solutions.
When we get lost,
she shows the way.

This the leader has to do in a gentle way.
He communicates and acts friendly.
She can listen very well.
He lets everybody come forward.
She is social not bossy.
In this way the leader is decorated
with many psychological medals.

Is leadership not much more a game
in which many participate, co-lead?
The co-worker leads the boss,
one colleague leads the other.
It is a process in which in the end
everybody participates,
acts a role.
The serious child game.

The Appearance

Leaders

Leaders appear in many gestures.
The pharaoh at the top of the pyramid
The pope carried on a chair
The company CEO
Vertical

The prophet and the promised land
The guide on the mountain
The philosopher and his vision
Horizontal

The captain on the ship
The judge that proclaims verdict
The Godfather of the mafia
Vertical

The supplier and his client
The process owner and her process
The captain of the team
Horizontal

The lamed who leads the blind.

The leadership myth

As a leader you are put on a throne
says Quinten.
And then high expectations
are hung upon you
that you cannot possibly respond to.
You almost fall off the throne
and hold on to it in a cramped way.
Leadership is a myth
says Quinten
that works as long as we make it work.

It can be also different.
As a leader you design a process
in which others can exist.
You keep on dialoguing with all
that participate.
It is the searching together
towards the right formation.
It is the finding of the good balance.
It is the going into a direction
where lightens
what attracts us.

Key qualities of leadership

A telephone call and an e-mail.
It's fun, is it not, such a nomination,
they say to you?
And yes –
more than fun:
surprising,
unexpected.

Horizontal leadership:

Steering the development of work processes
Coaching the learner
Inspiring with a vision on the road to a chosen goal
Setting boundaries in the endless horizontal space.
And indeed
leadership is a hot issue.
The nomination of my book shows this.
Nothing else.
Self satisfied.

Or:

Something is coming back,
an inner reception.
That is what counts.

The Process

The leadership process

When you meet with others
and you are the leader:

Connect to who is there,
observe what is there.
Start with the issue that you are there for:
Physical–Concrete–To the point.

Come into dialogue
and let this dialogue
enfold itself
between those who are there.
The theme come to life:
Soul–Experience–Appearance.

Close by appealing
to the I
of the other.
What is your next step?
Spirit–Decision–Dead.

The reflective space

Doing nothing,
not to work hard,
not to solve,
no activities and projects for the moment.
We give the best of ourselves.
And more.
We reflect,
create a process.

The leader leads from this point
and creates a process of research
and entrepreneurship.
In that process others can participate and contribute.
Participate and experience
authentic and valuable steps.
In change.
Living intense.

Asking the question

Asking questions
because I want to know,
understand; and more,
being clever and helpful:
solutions that do not work.

Better:

Asking questions that
create a story.
Clear images and beings in
the story of the other.
To find the next step
which makes the story continue.

Irreversible steps
that make the difference.

The work process

It is the work process
that defines our behaviour.
Inescapable systems behaviour,
in which the convincing
and the moulding of people
does not work on for long.

Better:

Do a strong intervention
in the work process,
on the basis of a new found idea,
that makes the process flow,
that makes us work together,
that responds
to the needs of clients.

The Connection

The biographical connection

What is the connection between your personal biography
and the biography of your organization?

Think:

To find your life companions

To give sense to a senseless story

To make steps to be in time.

Reflect on this again and again.

And no one can answer this other than yourself.

Create a process of sense-giving reflection.

But, you are not alone
and dialogue helps.

Discover what makes
sense to the other.

The leadership connection.

The leadership dialogue

Having a dialogue
is more motivating
and less controlling.

Having dialogue is intervening like:

“Where does my next step leads me?”

“What is my next step?”

“Do I want to be this leader?”

Having dialogue is developing talents
by taking initiatives.

It is the first step on a long road.

It brings us into a process of making choices.

“I want to be that leader.”

Why:

Only then I see the connection
between my biography
and the biography of my organization.

I think about my future.

Connecting my own biography
and the biography of my organization.

It is the process of puzzling yourselves.

That creates sense:

A modern way of initiation.

Biography

Search for:

Two decisions in your professional life
with impact.

With effect in your biography.

And search

for two decisions that you took in your enterprise
with impact and effect on your organization.

What is the red line in these decisions,
a common theme,
a common force?

Look for your life companions:

Who are your companions
that you met in your biography,
the karmic companions in your life,
that, going your way, come along with you?

Look for your theme:

What is your personal mission,
what is the mission of your organization,
and how are these connected together?

The Backside

The backside of leadership

In the dark we long for the light.
In the failure we need understanding.
In fear we call for encouragement.
Travelling we ask direction.
When we lose each other,
we want to be found.
Do we stagnate, who gets us out?

Meeting the senseless
call for inspiration.

Searching the way
is getting to know the aim.

The different other invites
to widen your borders.
The meeting with the unknown
starts the changing of the existing.
To cross your own border
opens the space for the guide.
Given a finger becomes
a hand to hold.