



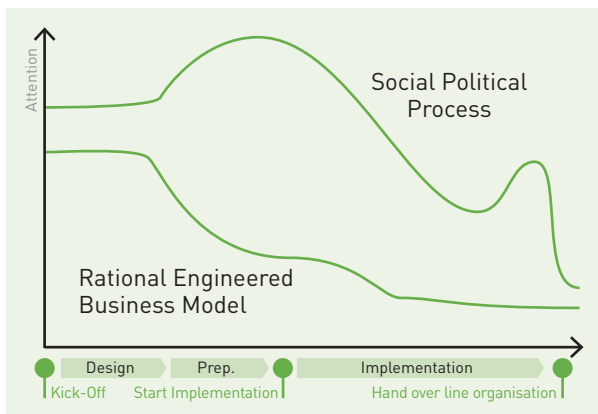
Challenging leaders in their thinking

What leaders need to address today



ADAPTIVE VERSUS TECHNICAL CHANGE: Traditional leadership has its roots in rational and engineering-like thinking. This approach has been successful in many ways.

But leaders have real difficulties with the social political dimension that comes along with any major change in an organisation.



Ronald Heifetz from Harvard University calls this **adaptive challenges**:

»» *Indeed, the single most common source of leadership failure we've been able to identify - in politics, community life, business, or the nonprofit sector - is that people, especially those in positions of authority, treat adaptive challenges like technical problems.*«

Approaching adaptive challenges with a rational and engineering-like mind-set leads to a major consequence: Organisational initiatives run high risks to fail - this applies for example for quality programmes, process optimisation projects, mergers, reorganisations, innovation and product development projects.

There is a strong tendency that leaders neglect 3 major areas of the social political dimension - a challenge in every manager's daily life:

POWER: Both leaders and consultants in business and the public sector work in an environment determined by power. Yet, power has a negative connotation and is predominantly not understood and addressed.

How could leaders successfully enhance their capabilities by exploring the context of power?

POLITICAL ACTION: People in charge of complex change initiatives and big responsibility often have learning challenges that shift from technical content to more political perspectives. Yet, they are usually not prepared to deal with this.

How do people establish the understanding that political action is a valid way of achieving things together?

AMBIGUITY AND CONTRADICTIONS: Leaders find themselves permanently in ambiguous situations. Contradictions are part of reality and can not be avoided. Still there is a strong call for "easy answers": blueprints, recipes, quick fixes.

If recipes and easy answers are not possible, what remains for leaders to better deal with their complex situations?

»» *The combination of a deep understanding of power relations, political actions, ambiguity and contradictions is dynamic and productive. ChallengeX provides a very usefull framework for understanding and learning how to work effectively with adaptive change.*« Lars Thuesen, Development Director, Ministry of Justice, Department of Prison and Probation, Denmark

ChallengeX provides a frame to go beyond traditional leadership

ChallengeX invites you to work with 3 core elements that are all directly related to your most relevant challenges

POWERFUL INSIGHT AND PRACTICAL APPLICATION

You will get a deeper understanding of the challenging aspects of leadership, such as power, political action and ambiguity

DIVERSITY OF PERSPECTIVES AND FEEDBACK

You will gain a deeper insight on different ways to deal with complex challenges since there is no obvious, standard solution

Working on your concrete challenges

CHANGING DOMINANT COMMUNICATION PATTERNS

You will become aware of how to address power dynamics and limiting ways of communication

» Working with the ChallengeX method has helped us to address the complex challenge of transforming a huge and steady organisation into a open-minded and adaptive thinking organisation in less than one year. It was really something different for all participants at various hierarchy levels.« Gerhard Mayrhofer, former head of sales Vodafone Germany

» The intense work with the ChallengeX method has allowed me to cope with the unforeseeable and severe crises I encounter in my daily work in a creative way. As a result of it patients, relatives and other care-takers fully participate in creating the way forward.« Dr. Susanne Vogel, Head of department for Palliative Medicine Klinikum Neumarkt

WORKSHOP DAY 1

- Work on personal and professional challenges
- Adaptive Leadership, the work of Ronald Heifetz
- The mainstream management discourse
- Complexity theory and its implications for leadership, communication and change
- Perspective of complex responsive processes of relating, the work of Ralph Stacey

WORKSHOP DAY 2

- Work on personal and professional challenges
- Emergence of values in daily work
- Multidimensional perspective on power, power dynamics and politics, the work of Hannah Arendt
- Applied creativity
- Integration of learning and transfer to daily life



What makes ChallengeX different?

UNIQUE: ChallengeX is an innovative training design. It combines the learning from complexity science, social science, and political science into a unique approach that helps leaders to achieve outstanding results.

PROVEN: The ChallengeX method is the basis of a series of top level development programmes. More than 1,000 leaders from the aeronautic, automotive and telecommunication industries and doctors in palliative care and medical education programmes have experienced this approach and integrated its principles to work in a complex environment into their daily practice.

GROUNDING: The ChallengeX method was developed in 2002 in cooperation with the Academy for Palliative Care of the University 'Ludwig-Maximilian' in Munich and a large German automotive manufacturer.

PRICE-WINNING: Since 2004 it is an integrated part of the leadership education at EADS. A change series based on ChallengeX received the Global HR-Innovation Award of EADS in 2007.

»» *We are all much more likely to act our way into a new way of thinking than to think our way into a new way of acting.*
Richard Pascale, Associate Fellow, Saïd Business School, Oxford University.
Author of "Surfing the Edge of Chaos"

HERRMANN & ASSOCIATES

- Is a global network of consultants and coaches that focuses on complex change efforts and leadership development.
- Integrates strategy, business model and culture to help organisations create outstanding results.
- Practices a participative approach that engages the wider organization in creating a compelling future.
- Researches methodologies in organizational change and leadership education in co-operation with the Complexity Research Group of the University of Hertfordshire and Richard Pascale, Associate Fellow Saïd Business School, Oxford University.

BENEFITS OF CHALLENGEX LEADERSHIP FORUMS FOR PARTICIPANTS

- Participants are able to develop concrete, implementable plans for action in respect to their most difficult problems
- Participants develop a new apprehension for the sort of challenges that others face. This means their whole paradigm of how they view complex changes and challenges is often radically transformed
- Participants also improve their willingness to accept uncertain situations and to manage them actively
- Participants learn how to deal with crises in a more relaxed way and will be able to react on them more effectively
- Participants learn to deploy a more effective work rhythm. When to become active, when to let go – what makes hard work effective and when is it better to step back. Having an understanding for this calibration leads to better results and the ability to set boundaries.

WHO THE FORUM IS FOR

The forum is suited for leaders and consultants from the private sector, the public sector and NGOs who are interested to get to know our method. Participation requires an openness to question one's way of thinking and approach to management in order to create a new awareness of the nature of complex challenges.

Leadership Forum, Munich

February 23/24, 2012 (9am – 6pm)

Fee: 980 € + VAT
For participants from the public sector and NGOs the fee is 600 € + VAT

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