



Vitality in Organisations - Fit Until the Finish

Hertogenbosch, Netherlands 18-19 June, 2009

DAY 1

THE QUACKS OF CONSULTANCY

Anton C. Zijderveld

The Quacks of Consultancy. Since the Middle Ages the medical world knows charlatans, or quack doctors, who impressed faithful people by their pompous gestures, smooth talk, and impressive array of medicines. Their aim was not to heal the sick and suffering which they were not able to do anyhow. Their single aim was to make money. These medical quacks are of all ages and still exist today. New is the consultant quack who impresses the business world with glossy brochures, smooth and smart lectures and power point presentations, 'scientific' methods of manipulating people. Their usually tremendously high fees are being paid by corporations gladly. Why? What is going on here?

CREATING VITALITY IN LEADERS IN A UK HOSPITAL - A "THINKING IN ACTION" CASE STUDY

Józefa Fawcett

Session will pick up on the important issue of attitudinal development and its role in shaping, not only the necessary leadership characteristics to enable 'vital' organisations, but also the required behaviours. It will address how when insufficient attention is paid to attitudinal development it can lead to 'lethargy' rather than 'vitality' across the leaders of organisational teams.

A case study taken from a UK Healthcare organisation will be presented which focuses on how the negative attitudes identified in a range of team managers from a non-clinical support service, were turned around and how this contributed to not only a change in their own behaviour, but also that of their teams. This intervention brought about improved self-awareness, reflective practice and a renewed vitality – something not experienced by them for some time.

This session, which is part presentation- part discussion, will be interactive and allow participants to undertake the same cognitive & attitudinal mapping tool during the conference and receive a personal analysis and a follow up 1:1 discussion of their results by e-mail after the end of the conference. For those not able to attend this session, copies of the tool are freely available.

CONTEXT SENSITIVE LOCATION BASED TRAINING : A CORPORATE CASE STUDY

Judy Nix

Mobile learning represents exciting new frontiers in education and pedagogy. With the features of 'wearable' computing and multimedia content delivery via mobile technologies, mobile learning provides new benefits to instructors and learners such as ubiquitous learning that connect instructors and learners in both traditional classroom and online settings. This presentation will look at the solution adopted by Ericsson in conjunction with Giunti Labs for the development and deployment of context sensitive, location based training.

WHAT KIND OF LEADERSHIP PRINCIPLES TO ACHIEVE A MORE LIVING ORGANIZATION?

Daniel Belet

The focus of this presentation will be devoted to the links between the concept of the "living organization" and the leadership practices and principles. The major importance the human community of any organization is often overlooked by most current human resources management approaches. Since the last decades new leadership models have emerged like the servant leadership, the learning organization, the emotional intelligence, the systemic and bio cultural approaches, etc. bringing about quite new schemes and guides for leadership practices renewal which can improve organizational vitality and global performances. They appear as quite interesting to build more energetic and living organization. At the same time they question the very principles of the traditional hierarchical leadership that most companies and organization are still implementing.. Today it seems more and more obvious that the largest potential of performances for most organization will come from other smarter leadership practices inspired by these new progressives models that we summarized in the innovative "alterleadership" paradigm. It can spur the development of more living organization as we will show.

This presentation will emphasise the interactivity with the audience as well as deep exchanges on this exciting and strategic topic for most organizations with the spirit of a learning group.

TEACHERS' WORK MOTIVATION IN RELATION TO SOCIAL IDENTITY AND WORK ENGAGEMENT

Judith Konermann

Students' attainments depend highly on the teacher quality and teacher motivation. However, the questions about which factor and how the combination of those factors affect teachers' work motivation have not been fully answered yet. From the individual and organizational perspectives, the study investigates how social identity and characteristics of work situations and work engagement influence teacher work motivation.

In the social identity theory self definitions are conceptualized in personnel and social identity. In certain circumstances, people's sense of who they are is defined in terms of "we" (member of a collective) rather than "I" (individual) and that is a sufficient condition to feel and act as a group. We propose that the way teachers identity themselves has a direct influence on work motivation and we take organizational factors into account.

Work engagement is defined as the positive, fulfilling work-related state of mind in its own right that is characterized by vigor, dedication and absorption. Expected is that these three factors have a moderating effect on work motivation, because it is a motivational process that links job resources with organizational commitment through work engagement (JD-R model).

The respondents in the study are teachers at secondary schools (n=230 within 11 schools).

ELDERSHIP AND REJUVENATION

Rainer Molzahn

Surprisingly, when the capability of a group to renew itself is called for, one of the truly vital field roles of any human system is that of eldership: the voice of those who have been through victory and defeat of those who have nothing in mind but the welfare and the vitality of the whole, of those who can build the container which holds all the parts, conflicting though they be. Without eldership, there can be no sustainable rejuvenation, there can be no learning.

While some of the most eminent world leaders have been, and continue to be, beacons of eldership, this field has all but vanished from modern organisations.

The question will be raised and discussed how eldership qualities can be represented systematically in learning organisations and how managers can unearth, support and indeed utilise these qualities in themselves and others.

ZEN - PICTURE THE PERFECT START FOR VITAL CHANGE

Jill van de Kerkhof and Marene van den Enk

During the conference we will give a workshop on the principles of Presentation Zen. This engaging and vital way of presentation uses the latest insight on whole brain thinking, and is very attractive for your audience. Introducing the idea of a vital organisation usually starts with boring meetings and even duller powerpoint presentations by the management. Slides are filled with one bulletpoint after the other... boring the audience to death fast. While actually, the message of the management about vitality is supposed to be intriguing employees. How to prevent this? Be creative, use Zen! Presentation Zen uses images and illustrations, because the human brain is skilled at remembering pictures. Also, this way they are only listening to you, instead of reading the text on the slides. Finally, Presentation Zen forces you to focus on your essentials and skip the unimportant details. Think of how much time that would save in your organisation! At our watering company, Oasen, managers recently started with this new way of presenting their vision... and it works! It is a small but very important and practical step in vitalizing your company, and a giant leap for your audience.

EFFERVESCENT ENERGY

Jan Green

Vitality is apparent when present, obvious when absent within an organisational setting. This contribution will begin by exploring possible sources of individual effort and associated energy levels, frequently taken for granted by organisations. Elements of a personal energy model (Schwartz 2007) will support this section, illustrated by aspects of the driven individual personality; the work enthusiast and the related impact of positive spill over and radiation to others. The driven individual, seemingly with personal in-built vitality, contributes personal zest and direction, which is one integral part of the driven individual's personality. Completing the contribution, there will be a view of personal spirit as a source of inspirational energy, evidenced by positive moods at work and a sense of optimism. Reference will be made to a number of difficult to define factors. These are based on positive, involuntary in-body processes that regularly occur during prolonged physical exercise, academically acknowledged as the zone or peak performance and the total immersion to the task that occurs during optimal flow experiences. The thinking forms a portion of a work-in-progress incisive management model, inspired by 'volition as the vital source of individual action and, therefore, of corporate performance.' (Bruch and Ghosal 183:2004)

VITAL ORGANISATIONS PROMOTE PROFESSIONAL DEVELOPMENT

Piety Runhaar

Change in organizations is imperative. On all levels in organizations, employees are expected to cope with change and to develop themselves. While personnel development is often associated with formal learning such as a training or course, the reality is that learning is often unplanned, intertwined with work and it happens in interaction with colleagues. Learning emerges from the work, from learning activities such as reflection, asking feedback, experimenting with new procedures, and sharing knowledge. These learning activities imply a certain risk. They might confront people with disturbing information about themselves. Informal learning requires a purposeful, stimulating and caring working environment. Research shows that the more confident employees are in their own abilities, the more intrinsically motivated they become to improve themselves and the more they are inclined to risk confronting information and to engage in learning activities. Organizational factors contributing to informal learning are transformational leadership and interdependency. In other word when leaders have a clear vision on work and the challenge their employees and when employees need each other to do their job learning flourishes. The purpose of this workshop is to find out how the results of a phd study can be transformed in solid interventions to vitalize organisations and promote professional development.

ART - DISTURBINGLY POTENT FERTILIZER FOR ORGANISATIONS

Ton Bruining

In organization, we are used to represent challenges, dilemma's and problems in written and spoken language. During seven years, between May 2002 and November 2008, Ton Bruining organized a series of five seminars to find new ways to create opportunities to inspire employees in organizations, to develop their talents. This quest was fed by the suspicion that art can offer new idioms for thinking, learning, knowledge production and innovation in organisations and fed by the suspicion that thus art can re-vitalize organizations. Each stage of the quest had a specific theme: The ambivalence of malice (vol. I, 2002), Transience (vol. II, 2003), Steel and glass: craftsmanship, bureaucracy and transparency (vol. III, 2005), Narrativity and rhetoric (vol. IV, 2006) and Immoral art and sense making (vol. V, 2008). Five events have shown that art proves to be a extraordinary master. Confronting and surprising, nourishing and reflexive, enticing and supportive. Art Works. Be prepared for mind shaking, nerve-racking and disturbing pieces of art. Art urges people to get out of their armchairs. Art can be a peephole to discover new worlds. Art shows new ways to experience organizational life. Art can be serious shit.



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DAY 2

THE TIMES IN A WORKING LIFE WHERE WORK LIFE BALANCE BECOMES AN ISSUE

Anita Pickerden

Issues of work life balance are becoming more important to organisations that wish to be seen as an “employer of choice”. Policy developments at EU level and in the UK have improved the situation for some workers in some organisations, but the individual response is still patchy. Some employers will offer the absolute legal minimum, whereas others embrace the notion of work life balance for all, and see it as a basic right for their workforce.

The “vital” organisation should be able to recognise, and respond to, the moral and business case for work life balance, enabled through a variety of flexible working initiatives. However the effects of the current financial climate may well wipe out the progress that has been made.

This paper will introduce some of my research on the times in a working life where work life balance becomes an issue, and how national and international policy has impacted upon the way that organisations respond to the needs of their employees.

Examples of your own work life balance (or lack of it) will be very welcome.

JUMPING INTO THE EXPERIENCES OF OTHERS

Jan Willem Findlater

Jan Willem completed his BSc at Industrial Design; Eindhoven, University of Technology. The programme was structured on project based learning within teams, learning by doing, iterative testing and prototyping. Assessment was by competency development. In his MSc degree at Delft, University of Technology, he was given the opportunity to experiment with new and alternative design approaches within product and service design.

His research and experience highlights the limitations of a “needs analysis” based on “Business as Usual” scenarios. He will present two short case studies illustrating how products and services can be developed that are entirely unrelated to your own past experiences or knowledge base. In essence his approach encourages professionals to drop preconceptions by envisioning future scenarios portraying desirable, unique and beneficial values. The talk will briefly explain some of the techniques/processes used to test the effect of a new product within a future scenario.

To conclude the talk, the interactive presentation takes the opportunity to showcase Jan Willems’ new experiential prototype. His new technology allows delegates to have an instant opportunity to record key learning moments during the presentation. Building on the participants’ experiences as it were!

**CORPORATE SOCIAL RESPONSIBILITY TOWARDS THE DISADVANTAGED
- MENTORING AS A WAY TO HUMAN SUCCESS**

Karel Van Isacker

MCA Bulgaria is a non-profit NGO with key activities targeted at raising self-esteem and employability among disadvantaged people, and especially older people and those with disabilities. Our core aim is to ensure an employability for all, and this is ensured through vocational training, career guidance and especially mentoring support to people at risk of being excluded from the labour market. Part of this exercise also consists in targeting the employers, and making them aware of their social responsibility towards these disadvantaged groups of (potential) employees, as well as influential policy makers.

MCA has undertaken so far several mentoring activities aimed at employing older people, youth at risk and people with disabilities, or keeping them employed. More information about the mentoring programmes is available via e.g. www.vm2-project.eu.

Furthermore, MCA in cooperation with other European organisations has established in 2007 the Social Employers Network, bringing together employers with positive attitudes towards people at a disadvantaged position in society. The network underlines through its activities the need for a responsible corporate approach towards the workforce. SEN's membership is free of charge for private companies, NGOs, educational institutions and training organisations, intermediaries and public institutions. It operates online through an interactive portal (www.disadvantaged-employment.eu).

THE ART OF LIVING IN ORGANIZATIONS: ORGANIZING AS A DANCE

René Brohm

The art of living in organizations concerns the dialectic tension between, on the one side, the subjective experience and qualitative aspects of human participation and on the other hand, the instrumental and objectifying ways we organize our work and govern our societies (Schmid, 2004). This constellation should be considered in the context of late modernity. The objectifying and instrumental approaches to organizing and governance have neglected the qualitative aspects of deep participation (Bauman, 1989), which have been overruled by rational and economic targets (Debord, 1967).

Surprisingly, by its one-sided emphasis on instrumental rationality the late modern society creates irrationality. As the underlying paradoxes arise from neglecting the qualities of participation, we think that these paradoxes can be the starting point for the art of living as an emancipatory project. Participation is posed here in terms of encounter, and collaboration (Polanyi, 1962) against economic coordination. Participation is about appropriating organizing processes as opposed to merely subjecting to the economic goals and non-recognizable targets that come from up in the hierarchy. In order to describe the dynamics and qualities of participation we use a metaphor; deep participation as a dance. In this description we lay emphasis on proximity; being-near someone or something. This is an aspect, which is generally not acknowledged in organization studies or the economic sciences. The failure to take such a vital aspect into account, makes theorists and practitioners to conceptualize at least three relevant areas. Firstly, there is the tacit dimension to interactions, the inherent ethics that come before, atomistic conceptions of self

In an interplay between Buddhist concepts and postmodern philosophy, inspired by authors such as Olson (2000), Magliola (1997) we develop the notion of proximity as being-close to someone or something. This proximity is then described in terms of how its traces unfold; being shaped within temporality and interpreted within context. Vice versa, proximity becomes entangled in temporality and context. In these dynamics there is a choice - and here we come to the art of living - in whether the tacit unease is avoided or allowed, difference is conquered or given space, the Other is acknowledged or neglected (Levinas, 1987).

BECOMING A VITAL ORGANIZATION: LEADERSHIP SHIFT

Ruslan V. Lemeshchuk

As many modern organizations fight for their survival the strong vital leadership can help them in protecting from the crash and fostering sustainable growth.

Providing a number of researches in Ukraine we set a goal to receive the answers for the following questions:

- How do the employers generate empowering workplace in the modern environment?
- How do the employers maximize the performance from employees at the time of economic crisis?
- What are the best leadership models that provide a framework within which employees may demonstrate the outstanding results and meet customer needs?

Based on results we have the Vital Leadership Model was develop to help the modern organizations to engage their employees and encompass positive thinking, manage stress and fear of the uncertainty, perform under pressure.

The main task of this presentation is to provide participants with access to studies & analysis around the "vitality" in the organizations, share Vital Leadership Model experience and learn from examples of local and international companies operating at growing market.

ENERGY8 - TOOL TO GET EMPLOYEES INVOLVED IN ORGANISATIONAL CHANGE

Rik Berbe

Organizational changes do not often lead to the desired outcome. In terms of mergers, a specific form of organizational change, the estimates for success rates vary. Three estimates reflect the success rate of such merges: 9% (Hay Group, Sorbonne), 15% (Hans Schenk) and 50% (Jos Bartels, 2006). A large amount of mergers require restructuring after the fact. Scherer and Ravenscraft (1987) report that profitability usually decreases after a merge. Similar statements are also made about reorganizations.

More and more we hear and read about people in organizations who are tired of the constant change. Increasingly today one organizational change has been set in place while another is just about to take place. Most importantly in such organizational changes much of the loss of energy occurs because the employees' motivations and feelings are rarely taken into account. Taking people's feelings into consideration starts with making actual contact. That can simply be done by asking what motivates the employees, without passing judgement.

Taking into serious consideration the driving force for the organizational change goes one step further. Energy8 is a tool that measures what drives employees and in what way they see the organization develop further. What causes the typical problems and energy loss during these reorganizations is more deeply explored in the second section. The third section describes alternative solutions for these reorganization problems. The following section discusses Energy8 in more detail. In conclusion an application of this tool is provided.

DELTA BREW: OVERCOMING BARRIERS TO SETTING UP A EUROPEAN LEARNING NETWORK

Simon Jackson

The Institute of Brewing and Distilling is trying to establish a European Network for Brewing Education and subsequently map existing training and qualifications to a European Sectoral Qualifications framework. It is a sector-based approach adopted towards improving transparency in European education and training in the brewing sector. Through improving transparency and promoting the recognition of workplace training and skills development, the network hopes to increase the European mobility of workers and as a consequence to retain workers in the sector. The network involves a wide range of actors including education and training organisations specialising in brewing qualifications, the main employers of brewers.

IBD seeks the help of ECLO members in how to set up a European Learning network, processes for facilitating multicultural participants, devising ways to maintain and sustain the network and how to extend its impact beyond participating project partners.

DEATH OF A COMPANY - WHEN FITNESS TRAININGS FAILS

Ulrich Schweiker

In 2006 we took over the leader in the niche market of manufacturing exclusive funeral vehicles. The former owner had stated a need for investment, mainly due to lack of it during the previous years prior to the sale of the company and due to a delay in developing new models because of delivery problems with the major vehicle platform OEMs Ford, Volvo, and Mercedes. – Our initial assessment of the situation, however, resulted in a multiple of challenges: lack of commitment of the financial institutions, lack of information and open communication of the former owner and managing director, lack of transparency of the reporting and controlling data, lack of cooperation of the leadership team, lack of positive morale and optimistic spirit of the employees, lack of trust with employees' and union representatives, and so on. To turnaround the company we had to initiate a lot of activities and at the same time to generate solutions to the lack of interim liquidity needed to survive the market downturn and turbulence resulting from the collapsing financial market and worsening economy globally. – Based on the insights of this "living case", we will discuss those aspects that distinguish vital and mortal organisations. – In Fall 2008 the company had to declare insolvency – in midst of the international credit, banking, refinancing, and economic crisis – with customer order backlog of about 3 mio EUR. Whether some vital parts of the company will survive will be decided in time for the ECLO conference.

FIT THROUGH THE START! END WITH THE START IN MIND!!

Paul Zonneveld

This session will explore the tensions and the potential opportunities in the Translation Gap! What are the potential skills and knowledge gaps in your Learning Interventions? The Language of finish is the new start! As we start to depart from this ECLO event itself - it is now time to explore the gaps in our thinking and application of our new knowledge.

The format of this session is to challenge the normal thinking patterns and language that is normally wrapped around the closing of a learning intervention. We will explore rather than 'sum up' we will experience rather than simply listen, we will model rather than follow the normal route! Be prepared to get involved and wonder at the possibilities that can be created in a short space of time – all you will need is your full presence and energy!

The feedback from this session will be posted on the ECLO website within one month of the conference date.

