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BEYOND Leadership

VERLAG:SKV

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Beyond Leadership

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Oh by the way 😊

I am truly glad to be here and honored to have this special spot at the front of all this. I wanted to call out a couple of really important pieces before you start your journey through this wonderful handbook 🙏

Firstly, Sybille and Matthias have done an amazing job over the years to be able to bring it all together in this work of art. Maybe some will one day call it a masterpiece. Not only to call out that there is a way to do this crazy stuff (and underlined by hard science), but to show a step-by-step description that will allow anyone to reproduce the power within the idea (on the spot and in the room). That's pretty darn unique and almost unheard of out there. So congratulations 🙌

Secondly, there is a passion deep inside of me about that power of the idea. To allow every single team in every organization around the world to freely articulate who they are, why

they are here, where they want to go together, and what they are willing to give for one another for that better future to come true. That's pretty amazing and definitely rare in the real world today. Self think, self express, self determine, self fulfill. Right on 👍

Thirdly, for those infinitely challenged by what's going on every day, faster, and more confusing than ever before, this handbook will show you how to break out of that crazy cycle we call the "Vortex". You will find a better quality in everything you do thereafter. Stronger, deeper, richer, and more fulfilled than before. Don't believe me, just try it with your friends one time. Better yet, try it with those that you don't like so much, just one time. You'll see 😊

Fourthly, the courage to go Beyond all that has come before you is a baseline of what has defined progress for all humankind since the dawn of time. Connect with just one friend and

your likelihood of making that step goes up astronomically. And that friendship gives you the strength to carry on no matter how much adversity is trying to hold you back. So believe in yourself, your friends around you, the common purpose of all you strive for, and your ability to make it so together. That better future will now unfold before you. Pretty cool 🤙

And lastly, going Beyond Leadership means to finally leave the old Leader/Follower paradigm behind us. So happy I am that the modern reality of the digital age has put us in a spot where that paradigm has finally met its match. And the new paradigm, and those of you that embrace it, will free us to go places we never even imagined possible 🙌

So have the courage to go Beyond. Everything 🙌

Patrick "The 1st Beyonder"
Hoi An, Vietnam
March 15, 2019

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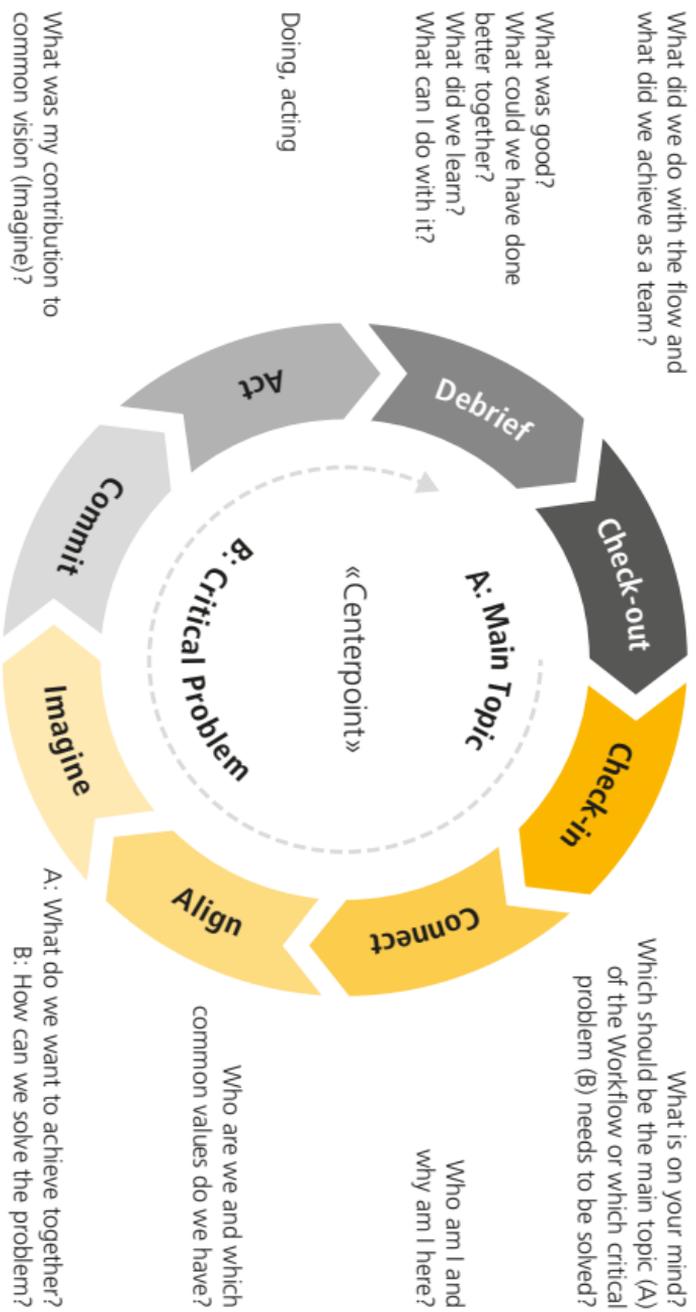
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The model of the
Beyond Leadership
Activation Circle:
Structure and
Functionality

At the heart of Beyond Leadership is an activation circle in the form of a **workflow**. We deliberately use the term “workflow” instead of the traditional “workshop” to make it clear that this is a fluid sequence of process steps. In this iterative process, step by step, a development from self-awareness to team awareness takes place: ambiguity is reduced, acceptance is achieved, effect is generated. After a joint “Check-in” (first phase), Beyond Leadership begins in the second phase “Connect” with the awareness of one’s own personality. A very important element in all phases of Beyond Leadership is positive feedback. In the third phase, “Align”, the question changes from “I” to “we”. In doing so, something decisive is achieved: the elaboration of the team or corporate identity and thus the basis on which corporate goals are worked out, which are supported by all.

Figure 2: Overview of the sequence of a Beyond Leadership Activation Circle

Beyond Leadership Activation Circle: Workflow



2 The model

Based on this, the participants in the fourth phase “Imagine” develop a picture of a desirable future. The fifth phase is called “Commit” and returns to the “I” level. It focuses on the implementation of jointly developed goals. The subsequent sixth phase “Act” then focuses on the concrete implementation of the performance promises and the individual contributions of the members. The workflow is completed with a special, shared “debriefing”. Superficially, a **Beyond Leadership activation circle** resembles an intensive team building seminar. The difference is in the depth of the process, in the way it is embedded as part of the daily routine and in the results.

Studies also show that companies that manage to define their own **identities** have a stronger, more resilient foundation to face the changes and uncertainties of the digital age (6). While most traditional approaches are inadequate to differentiate between the identity and vision of the company, Beyond Leadership focuses on that.

Questions as a design principle

Leadership in Beyond Leadership takes place over appreciative questions that strengthen and deepen the quality of relationships in each step of the activation circle. Studies show that appreciative questions can motivate employees in their leadership (7). This is especially true in situations of differences, different power constellations, time pressure, physical distance, etc. Posing **appreciative questions and listening** can meet the need for solidarity as well as the autonomy of employees.

In each step of a Beyond Leadership activation circle a crucial question is posed in the team, which enables the team to develop a relationship with each other and lead them to become a **collective unit**. The questions are the tool to get people to work together to find innovative solutions.

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Sustainability of
Beyond Leadership:
Beyond Culture

Understanding: experiencing Beyond

The first, decisive step of Beyond Leadership is the concrete experience of the activation cycle. Even the first “Connect” shows that the relationship quality in each meeting can be very different.

Application: daily

The adoption of the Beyond Leadership idea into the **practiced corporate culture** is decisive. It should not be seen as an advisory approach, because attacking a company with a host of Beyond Leadership trainers and conducting workshops across the board threatens to have the same fate as many other past initiatives: a blaze of fire with impressive effects, however as soon as the advisors have left, the usual routine quickly extinguishes the straw fire. In this respect, the goal of introducing Beyond Leadership must be that, in addition to the practical application in a series of initial workshops, from the very beginning a special **train-the-trainer approach** prepares and

specifically ensures that responsibility is transferred to the company. Experience has shown that after some time it is no longer necessary to precisely measure the individual steps with the stopwatch, but this procedure over time becomes part of the meeting routine.

Top-down or middle-out: both are possible

The practical experience has shown that there are two different approaches to the sustainable introduction of Beyond Leadership. A very well-proven method is the **top-down implementation** across all management levels, whereby as early as possible, trainees and trainers are integrated into the workflows (train-the-trainer approach), so that the organisation can take control very quickly and organise and moderate workflows for other management or employee groups themselves.

Depending on the situation and degree of maturity of an organisation, Beyond Leadership can also be introduced in a **middle-out process**. This is exemplified by the success of a larger

technology company in northern Germany, where a middle management group had already formed, who were dissatisfied with the nature and quality of the internal cooperation and had been looking for new forms of cooperation across all divisions. The top management was positive about these ideas, but did not want to play a leading role in the process.

When the middle management team was able to show them the idea and the application of Beyond Leadership, the positive attitude of the management resulted in active support of the Beyond Leadership method.

Culture: the appreciative enterprise

In the long term, Beyond Leadership is about sustainably changing the corporate culture based on the core **principles of trust, respect and appreciation**. A “Beyond Company” is characterised by a visibly different way in which employees interact with one another (“Connect”). They know who they are (“Align”) and what the future can be (“Imagine”).

Anyone new to such a company will notice that it is, so to speak, part of the “corporate DNA,” that every voice is heard, that everyone appreciates their contributions, and that everyone knows each other well (“Commit”).

One way in which one can recognise a “Beyond culture” is, for example, the greeting among colleagues. While the traditional “how are you?” is usually just an empty phrase, in a “Beyond culture” the same question is always used to express a sincere interest in the other person. And the seriousness of the question is palpable.