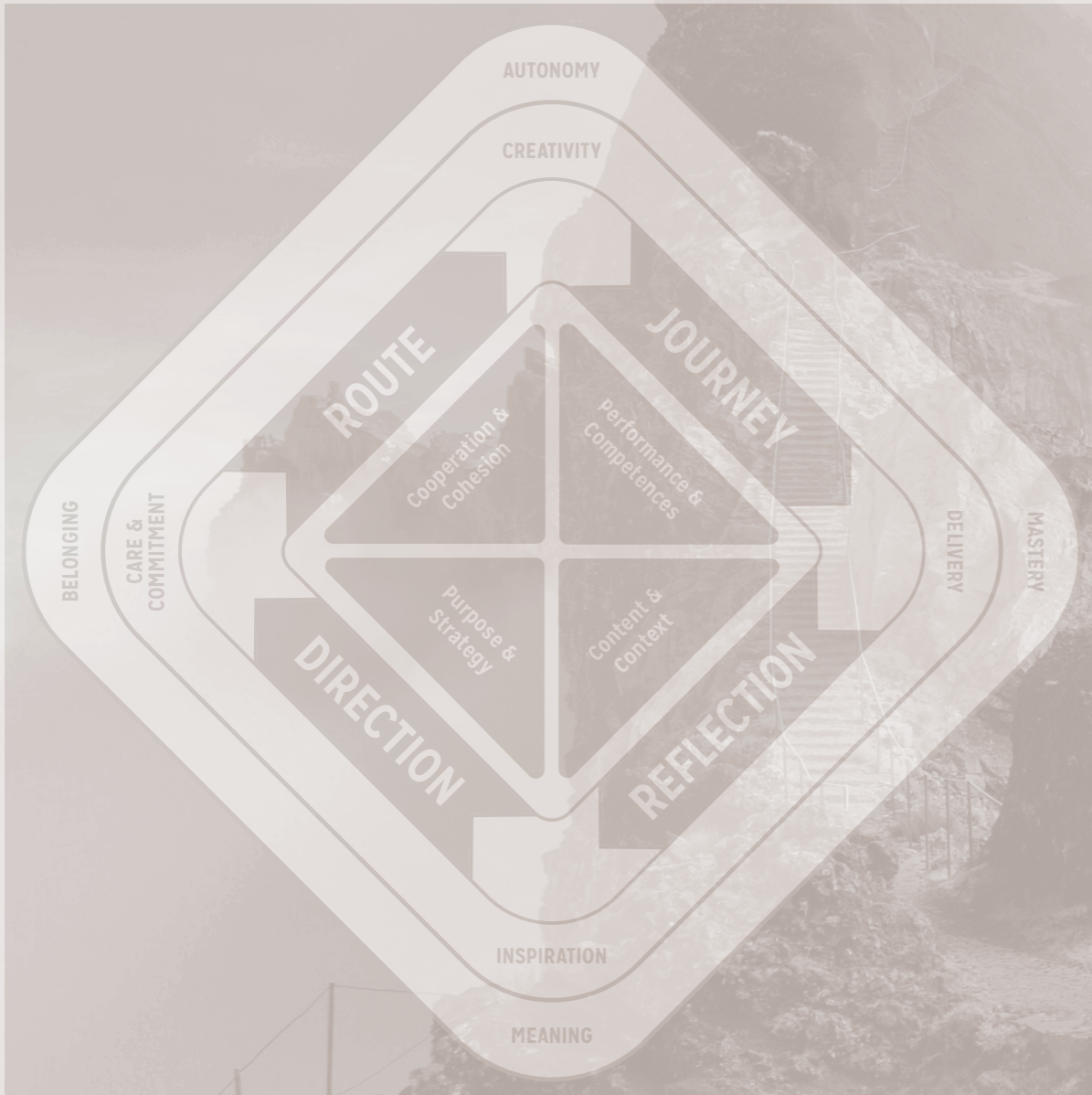


**Excellence:
the whole is
greater than
the sum of
its parts**

Sustainable organizational
development and leadership



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Sustainable organizational development and leadership

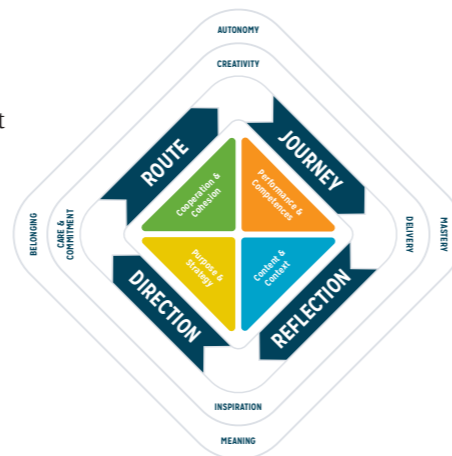
FP&P's vision and approach

Practice is wilful, which makes it quite difficult to find answers or a successful approach. Where to begin? There are numerous potential starting points. You are faced with a variety of advice, best practices, and theories, which give rise to one crucial question: How do we determine what suits us and what will really work for us?

Questions regarding organizational development are significant in four functional dimensions:

- 1 **Purpose and strategy**
- 2 **Cooperation and cohesion**
- 3 **Performance and competences**
- 4 **Content and context**

- What are we faced with, and are we still on course in terms of strategy?
- What gives satisfaction and what leads to frustration in our collaboration?
- What challenge do we need to face in terms of development and performance?
- In what context and with what content do we want to be successful – and how do we organize it optimally?



What approach suits you?

In this booklet, we will explain our approach to organizational development and leadership. We start from the context-specific relationship between objective, organizational expertise, behavior, and environment – based on the idea that there is no one-size-fits-all solution. We consider an organization as an economic-social system and as a community of people with a story. Understanding and describing this story is a precondition for achieving successful organizational development. Because the story gives meaning to what we perceive; to what we consider possible and impossible – but also to the way in which we relate to each other. You can see it as a computer operating system. When you install an incompatible program, it refuses to work. This principle also applies to the organization: decisions or development programs that don't fit 'the story that lives' don't work.

By understanding the story of the organization, we connect with its essence. This involves a deeper comprehension of the organization's content, function, origin, and performances. This way, you will get a grip of the system's source. Moreover, you will get access to the inherent capabilities and the potential of the whole.

By also exploring the functional dimensions of the organization in relation to each other, we look for an appropriate approach. In a joint creative dialogue, we dwell on the reason, need, and ambition for development. This allows you to lay a solid foundation for designing a sustainable organizational development process. If you nurture and reap the system's collective intelligence in this way, you will achieve the ultimate goal: you'll set up a sustainable and successful organization.

In our vision, there is no one-size-fits-all solution. We work from several basic principles:

- The organization is an economic system as well as a community of people with stories.
- The quality of connection and collaboration is a critical factor of success.
- Joint reflection on behavior and patterns creates a source of development and performance.
- Make the implicit explicit. This allows you to provide insight into the undercurrent and put it to the benefit of the desired direction.
- Doing, learning, and 'learning while doing' result in a practical on-the-fly development.
- Facilitating a continuous process of learning and adjusting helps cultivate and develop the 'collective intelligence.'
- Navigating subject-matter, social, and moral complexity requires different intervention levels that do justice to the various aspects of organizing.
- Everyone contributes to the continuous process of leadership – a community's ability to shape its desired future.

How to use this booklet

This booklet is meant to provide inspiration and insights that you can use to give shape to sustainable organizational development. We've opted for a descriptive style of writing that offers room to translate it to your own reality. Our goal is to give you a clearer picture of the way in which you can shape the journey towards sustainable organizational development.

How we approach organizational development

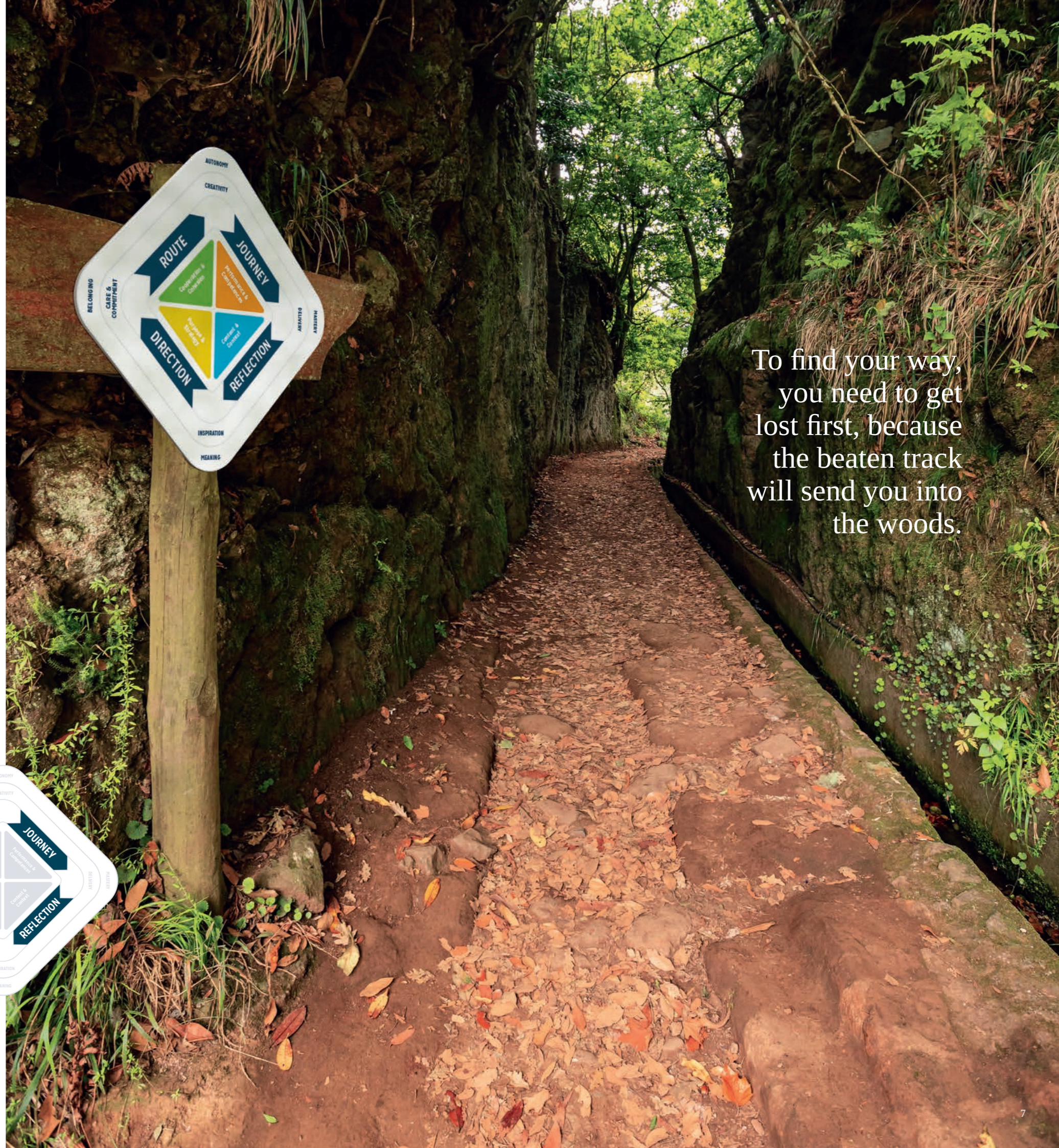
Organizational development is a continuous process in which you learn from the future as it unfolds. A direction emerges when you translate a dream into a vision and interventions. Within this guiding process, you need to focus to achieve aspiration. Subsequently, you should determine the contours of the route you wish to follow to realize your aspirations. We developed a 'map of the area' which you can use to navigate during this journey. It helps you determine your position and stay on course, but it also assists in reflecting and increasing your traveling capacity along the way.

In essence, it's about this: we work on the quality of connections between people. Additionally, the development of the specifically required competences plays a critical role. All this is constantly linked to important factors: performance and result.

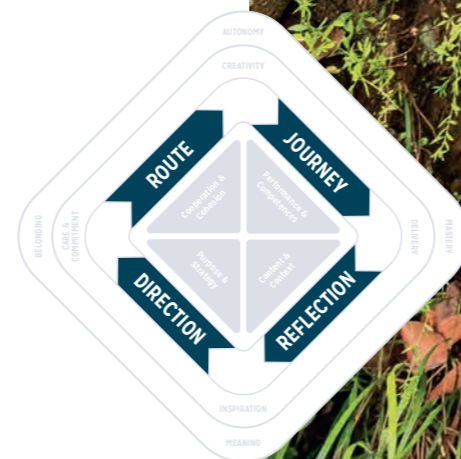
With the method we developed, organizations can get to work in a concrete and sustainable way. This method is based on our national and international collaboration with a wide variety of companies in the past 25 years. This has allowed us to gain experience with the process of going through several stages to achieve success:

- Stage 1 **Preparatory direction**
- Stage 2 **Designing the route**
- Stage 3 **Navigating during the journey**
- Stage 4 **Innovating through reflection**

On the following pages, we will discuss the content, meaning, and usefulness of these stages in more detail.



To find your way, you need to get lost first, because the beaten track will send you into the woods.



Stage 1: Preparatory direction

Four aspects play an important role at this stage: aspiration, behavior, (functional) dimensions, and purpose. These aspects help you concretize the future you want to realize step by step. The aspiration expresses what you want to bring about – the added value you wish to create. Subsequently, through the behavior you perceive, you consider the level of organizational development that you and your team or organization are at. Then, you investigate the dimensions so you can ultimately formulate a purpose as your ambition. This is how we make ‘the story that lives’ explicit and utilize the organization’s sources.

* this process is supported by completing the exploration canvas

The 4 functional dimensions

1. Purpose and strategy

Without a framework, there’s nothing. Without a meaningful and significant assignment, you’re not on firm ground. Therefore, your purpose gives direction and meaning to the organization. To realize the purpose, you need a certain strategy: a route to achieving your aspiration. Purpose and strategy are inextricably linked.

2. Cooperation and cohesion

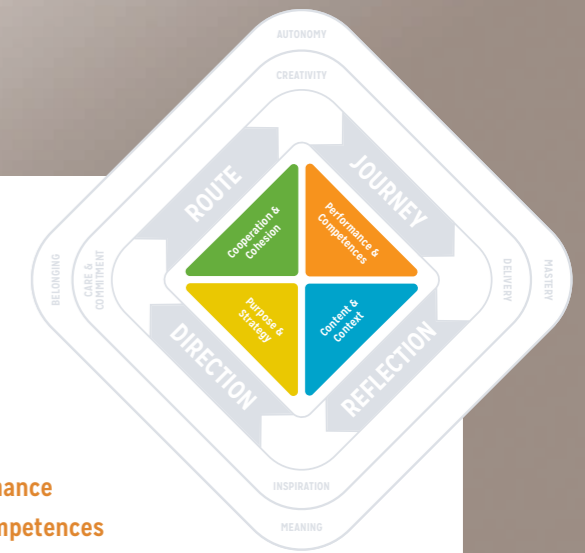
Realizing purpose and strategy is a group endeavor. The challenge lies in creating a collaborative system. As soon as we feel interconnected and highly involved with each other, there is cohesion.

3. Performance and competences

When are we effective and when do we appreciate each other? How do we know whether we’re on course? What capabilities and knowledge should we possess – in other words, what specific competences do we need – to realize the desired performance? Answers to these questions enable the achievement of success.

4. Content and context

What exactly is our offer? And what do our market and field look like? That’s what it’s about in this dimension. Furthermore, it is crucial to have a closer look at your own systems, procedures, and structures.



Below, we will briefly discuss the four aspects that are important at this first stage. This allows you to make a well-balanced, well thought-out start.

Aspiration

We are faced with many stimuli – in the form of inspiration, innovations, and ideas, but also when we need to deal with a challenge. We process these stimuli and connect them to who we are, what we’re capable of, and what we do – and to the things we long to create. This, in turn, results in our own aspiration: the way in which we want to add value to our environment.

Behavior

What level of development is the organization at? What kind of behavior do you perceive? What problems do you want to leave behind? Where do you want to go – in other words, what kind of behavior is

required? At the foundation or preparatory stage, it is important to jointly explore what current behavior looks like, what we tend to do under pressure, and what issues we try to avoid. Subsequently, we need to assess the impact thereof, so we can jointly formulate the kind of behavior we strive for.

Dimensions

To develop the organization into a well-balanced performance system, we consider the four functional dimensions.

You can see these functional dimensions as the four wheels of a car. If only one of them is properly tensioned – in other words, if you only pay attention to a single wheel – it will ultimately require a lot of engine power to make the ride. Moreover, the ride will be exhaustive, because you need to keep pulling the wheel to stay on course. If you ‘tension’ the four areas in conjunction with each other, it helps make the system efficient and effective.

Purpose

At stage 1, it is important to find an answer to the following question: What is the desired situation? You want to know what the future looks like when you realize what you have in mind: your purpose and your creative intention.

At this stage, it is about a purpose, and not yet about the result. In the unpredictable and fast times we live in, purpose gives direction to realizing something new. This is an inherently creative process, and its result is not known in advance. By embracing this unfamiliarity, you create room for utilizing the potential that’s present in the organization. But also for a joint discovery of an optimal design of success in a continuous process: you constantly learn from

developments, discoveries, and new insights. As a result, there is room for innovation and direction rather than exclusive attention to result.

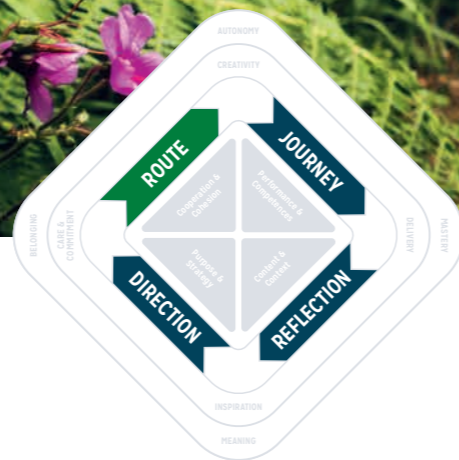
Of course, result orientation is very functional. But a sole focus on it can be to the detriment of interrelationships. This way, you risk a reactive interrelationship. In this case, it is very important to achieve performances in a social context. So at this stage, focus on direction and connection first. This provides flexibility, both in strategy and in determining the route to be followed. By involving people in the purpose, you disclose the collective intelligence of the organization. This allows you to lay a solid foundation for sustainable and successful organizational development.



Stage 2: Designing the route

*‘What should we do and when will we do what?’ These are central questions at stage 2. After you’ve laid a foundation, it is time to make the meaning of your determined direction concrete. Now, you need to look at the design of the approach: you will determine the course to be taken – or, your route. To do so, you create a program to which you link phasing, a timeline, and several steps to be taken.**

* this is supported by the design canvas



From direction to route with 4 components

When designing the route, you take 4 components into account:

1. Aspiratie and purpose (what)

At the previous stage, you formulated your aspiration and purpose. Now, you translate these to concrete project assignments.

2. Connection (who)

At what time do you involve which groups with whom you’ll realize the purpose? What is their perception and behavior? How do they perceive the challenges? What do they need?

3. Commitment (how)

Which methods and interventions do you use to creatively align views, interests, and purposes? How do you sharpen procedures and agreements with each other?

4. Reflection (what for)

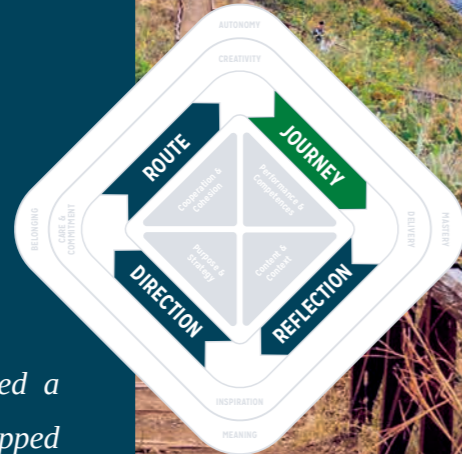
How do we jointly assess where we stand? In what way do we organize our reflective ability to keep learning? How do we deal with the ever-changing world around us?

By going through these steps, you breathe life into your purpose and strategy. Also, you involve people at different levels when designing the collaboration. Together, you determine what a good performance looks like, which specific competences are required, and what you need to organize content wise. This way, you draw a clear route in co-creation. You interrelate the four dimensions, so they are aligned – just like you tension the four wheels of a car for a stable ride.

To get on, you need to stand still first.

Stage 3: Navigating during the journey

Now that you've determined a strategic direction and mapped a route, it is time to flesh them out. At stage 3, you've got the developed route ready, and you and the different groups involved will embark on a journey. To stay on course, you need a navigation system. We visualized this in our leadership circle. Here, you can read what this circle contains and why you need it.



Reactive

When people don't (yet) feel safe in a team, they adopt a careful, wait-and-see attitude. They exhibit derivative behavior or use strategies to protect themselves. Reacting is central to such a stage. Therefore, it is important to observe 'beyond behavior' here and to connect at an emotional level. The management line to be followed at this level is connection: you create space within your team, so everyone feels safe and can come into motion.

Active

After creating an authentic connection, you and your team will end up at the active level. The latter is characterized by people who have the courage to openly express themselves in the group and who can discuss what they view as a solution. Group members adopt an active attitude and show their willingness to put their back into it. This work runs along the second management line, which is aimed at commitment. Now, it is important for leaders to view their own ideas as one of the potential options rather than absolute solutions. In a creative dialogue with the group, they need ensure that the whole exceeds the sum of its parts.

Proactive

At this stage, the focus lies on providing added value. The corresponding third management line is aimed at realizing the ambition that makes the group's purpose explicit. Delivering and innovating – that's what it is about now. It is crucial to act beyond sectional interests and to constantly keep the interest of the organization as a whole in mind – even if it does not suit you or your team.

Now, you need to act. For this purpose, the design canvas is a practical tool. We involve the relevant groups when concretizing your plan – with and from a strategic framework. Several tools and interventions are available to do this. These are, in fact, an interpretation of the program, and they are linked to the four functional dimensions (see page 9). Our so-called core interventions are stations along which you travel (see following pages).

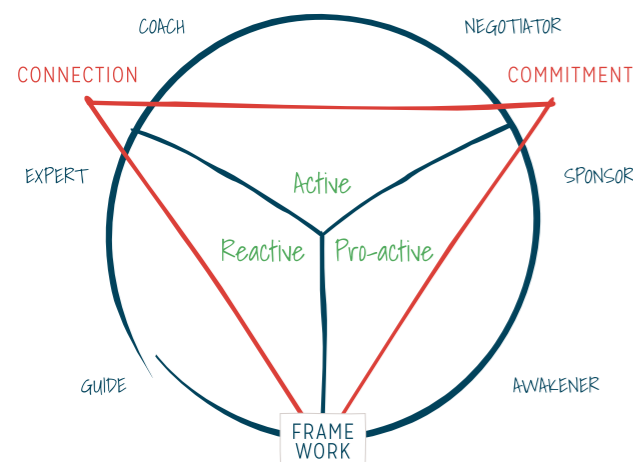
Roles

The leadership circle contains six roles:

- **The guide** ensures that a co-worker feels at home and finds their way within the organization.
- **The expert** knows the 'what' and 'how' of the business and organization, shapes the framework, and suggests solutions.
- **The coach** shows empathy and provides support regarding development and performance.
- **The negotiator** integrates viewpoints and interests and mediates to increase commitment.
- **The sponsor** creates opportunities and possibilities aimed at the overarching interest and acts accordingly.
- **The awakener** adds value to the organization and the environment.

Levels of development

In the middle of the leadership circle, there are three terms: reactive, active, and proactive. These are three levels of development which – along with the accompanying management lines – form an explanatory framework: if you learn to read behavior, you can discover the level of development that your organization and team are at. This helps you decide whether a decision is effective or not. But what exactly do these levels comprise?





Leadership is an inner process that manifests socially.

The core interventions are linked to one dimension. However, you can use them in multiple places.

1. Generative Executive Process (GEP)

This core intervention is linked to the functional dimension 'purpose and strategy.' Its function is to reveal what you want to create step by step. Does this evoke any images and an emotion? In what way is this creative desire connected to your passion? Does it awaken anything in you? By asking such questions, you'll gradually connect with the things that are currently still implicit. This is the start of a vision, which will allow you to see what direction you need to take.

In the Generative Executive Process, you pay attention to the creative side ('generative'), the strategic level ('executive'), and the genesis ('process'). As a result, you find the unique added value that you want to bring to the world, connected to who you are and what you believe in.

2. Transformation Process Model (TPM)

The TPM is a tool that helps the team reflect on its own behavior. This core intervention is linked to the functional dimension 'cooperation and cohesion.' Team members can express what bothers them, what they want to get rid of, what they wish to replace it with, where they are headed, what it should bring, and what is required to achieve this. In addition, they can use the TPM to discover what behavior they tend to display under pressure.

When you unearth such matters, you can formulate alternative perspectives together. By exposing and understanding behavior, you enter into a structured dialogue.

In essence, this gives you access to a reflection process – an itinerary to reach a joint insight into what you can do and learn together step by step.

3. Competence Development

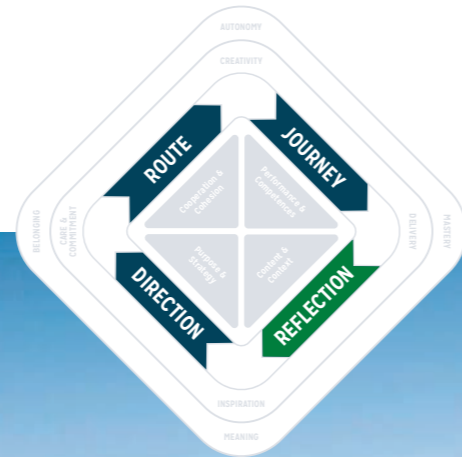
This core intervention is linked to the functional dimension 'performance and competences.' If you reflect on patterns based on a good collaboration, qualities and joint learning points become more clear. This requires competence development, which is of critical importance to realizing ambitions. For this is how you bridge the difference between the strategic desire and the realization: you define how you can achieve the formulated result. In addition, Competence Development contributes to collaboration, because you are learning together while you're connected to practice.

4. Sponsorship

Essentially, this core intervention has to do with explicit attention to the development process of the team and that of the entire organization. It is linked to the functional dimension 'content and context.' Under the pressure of daily practice, elements such as content and production are often prioritized. By setting up an explicit sponsorship, you briefly drive onto the emergency lane, as it were, to check whether you're on course. A crucial question is: What do we learn along the way, and what else is required? You reflect and take the importance of the overarching system's development into account. This offers concrete opportunities to adjust and correct along the way.

Stage 4: Innovating through reflection

You've gone through direction, route, and journey. Along the way, you've encountered a lot: the market, technology, and the internal organization underwent the necessary changes. To keep learning from the emergent future – the future as it develops – reflection remains important. The learning process is never really over. After all, by constantly looking where you are, you keep a close eye on things. This is essential for organizational development, and it challenges in terms of leadership. It mainly offers the opportunity to assume a sponsor role, so the whole continues to develop and leads to a sustainable result.



Organizational development and leadership

What do leadership and organizational development have to do with each other? We believe that approaching leadership as a process is a critical factor of success in organizational development. Here, it's about a development-oriented process of fragmentation to unity. The role of the leader is to involve others in the realization of aspiration and purposes. Sources of leadership success are inspiration, commitment, creativity, and exemplary behavior.

Here, it's about leadership that facilitates the organization and sponsors it in development. The leader as a sponsor can make use of four handles. Their effectiveness lies in the connection between the four sources of success and the motivational needs of people in the organization.

3. Creativity

If you integrate purposes creatively at the active stage while keeping an eye on interrelationships, an intrinsic motivation will arise. You are aware of people's need for *autonomy*, so their 'Yes' is not adaptive behavior, but a genuine and intrinsic 'Yes.'

1. Inspiration

You should create an inspiring framework for the group and invite it to join you on a journey – in a way that meets your employees' need to give *meaning*.

2. Care and commitment

If you exercise care and commitment while framing, you contribute to the connection required to go from the reactive stage to the active stage (see page 13). This responds to people's desire to be part of something 'bigger' – to belong to a group (*belonging*).

4. Delivery

The first three factors come together at the proactive stage (see page 13), and a community of excellence arises, which realizes the strategic ambition – and with it, the set purpose. This requires exemplary behavior from a sponsor role – in such a way that people come into their own in their desire to develop and contribute (*mastery*).

Linking these four preconditions to people's needs provides a solid structure. From there, you can reflect and connect constantly, and you can develop and facilitate performance.



Approach: layered and phased

We find it important to mention that we always adopt a phased, layered, and process-based approach. In this approach, we, as FP&P, can fulfill different roles. Usually, we act as an architect and director, and we are involved in the implementation as well as competence development. We provide you with guidance and collaborate with you to establish organizational development and leadership in a sustainable way.

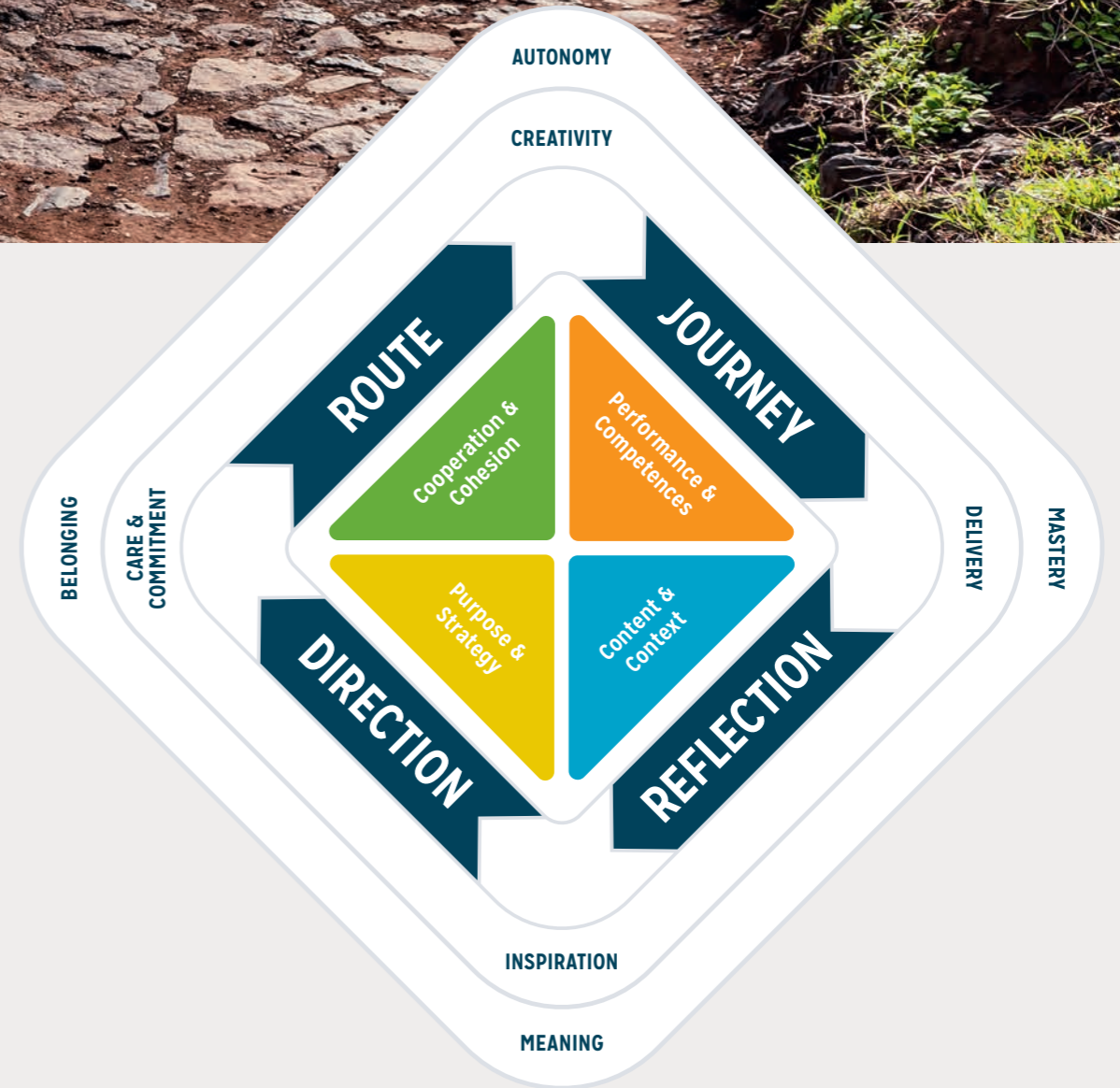
Ready for a sustainable and successful organization?

In this booklet, we've explained the four stages we go through to provide an organization with guidance on sustainable development: Direction, Route, Journey, and Reflection. In doing so, we organize development questions into functional dimensions: purpose & strategy, cooperation & cohesion, performance & competences, and content & context. We've discussed the three levels of development of your organization or team (reactive, active, and proactive) and the four core interventions (Generative Executive Process, Transformation Process Model, Competence Development, and Sponsorship). Finally, we made the connection between organizational development and leadership, where the four sources of success are linked to the motivational needs of people in the organization.

Vragen en volgende stappen

Now that we've explained our vision, approach, and basic principles, we would very much like to know what effect this booklet has had on you. Has it given you inspiration – and if so, what ideas and vision has it evoked? What would you like to talk to us about? And in what ways can we support you when it comes to achieving your purposes?

We would like to hear from you. Don't hesitate to contact us to discuss your questions and opportunities!



The Organizational Development Model

Impeccable Leadership



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