



Keynote:

Can we trust ourselves with Power



Julie Diamond



We TRUST with every stranger we meet - our very life:

pilots, drivers, dates, partners, internet banking

how much and how irrationally do we actually trust?



We need more trust in teamwork? assumption!

TRUST comes AFTER working together!



it takes a LOT of TIME to learn to TRUST

We're constantly changing

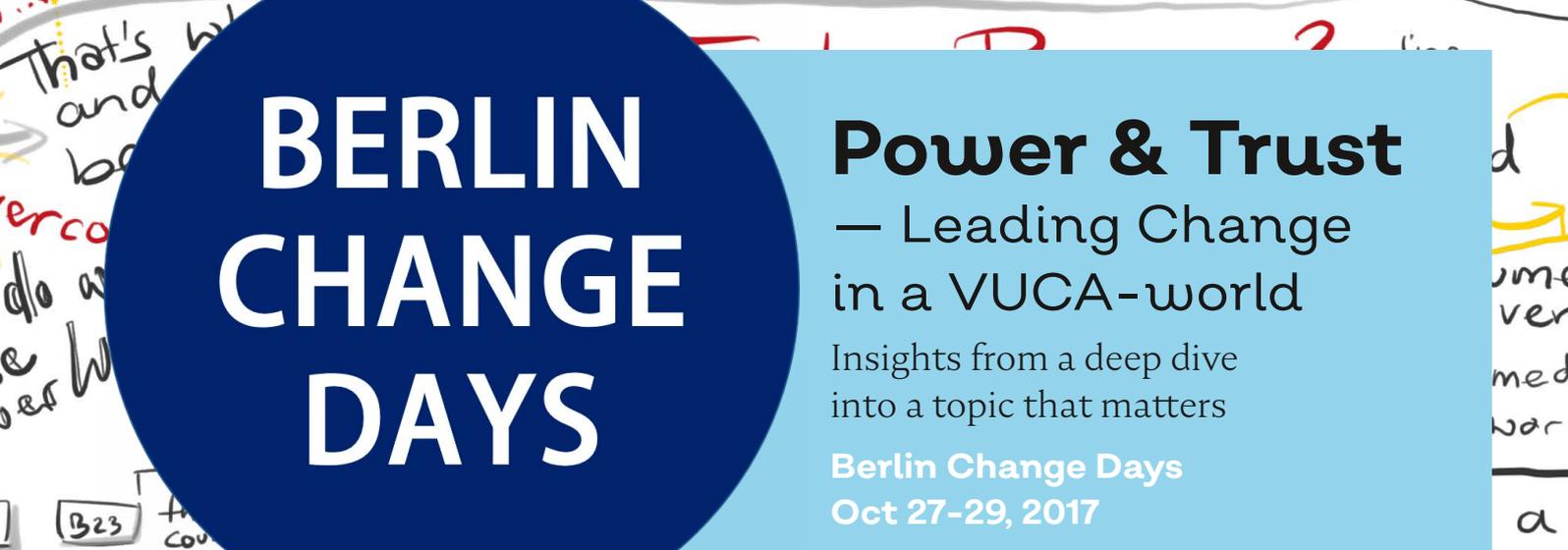
BERLIN CHANGE DAYS

Power & Trust

— Leading Change in a VUCA-world

Insights from a deep dive into a topic that matters

Berlin Change Days
Oct 27-29, 2017



Can we trust people with Power? Why?

fear

need

to confirm my rank have you ever used you higher rank to overpower people?

feeling lower

helplessness



We have to SHINE a light on Power!

Can people DEVELOP?

If it's not TRANS Intendet FORM opportunity ATION for



Can we catch our selves in the act?

see when we made mistakes course correct? notice feedback

knows how to apologize?



1. Introduction

[Holger Nauheimer](#) 4|5

A word from our hosts [Jeffer London & Jacques Chlopczyk](#) 8|9

2. Acknowledgements 12|13

3. The Soul of the Berlin Change Days 14|15

[Holger Nauheimer](#)

4. Perspectives on Power and Trust

Leadership and The 'Lens of Power' [Julie Diamond](#) 16|17

Relational Signalling and Trust [Edu van der Werf](#) 20|21

Power and trust in a VUCA world: From vertical to horizontal leadership

[Kerryn Velleman and Vesa Purokuru](#) 24|25

Power Balance – The Dances of Values [Constantin Sander](#) 28|29

Respect and Trust [Ute Franzen-Waschke](#) 32|33

Trust & Power: from “who do you trust?” to “how do you trust yourself?”

[Nik Beeson](#) 36|37

Finding and Changing your Power Trust Balance

[Denis Kelly and Marc Van de Velde](#) 40|41

Empowering Photography [Eeva-Liisa Vihinen](#) 44|45

Leveraging the Art of Human Interaction to Foster

Constructive Work Relations [Jouke Kruijer and Sylvia Rohde-Liebenau](#) 48|49

The power play in change [Sandeep Auja](#) 52|53

Eroding the power from within: activist communication [Esther Barfoot](#) 56|57

Two Remedies for VUCA challenges [Dariusz Wylon](#) 60|61

The trust factor in the courageous art of juggling [Yannis Angelis](#) 64|65

Blockchains, Trust, and Power: Governance Models of the Future [Sari Stenfors](#) 68|69

Resentment is keeping us small: to power through forgiveness ([Katarina Veselko](#)) 72|73

5. Harvesting from the Conference

Graphical Recording [Katrin Faensen](#) 76|77

Comments from platform 80|81

Photos from the Conference 85



**Introduction
by Holger Nauheimer**

Power and Trust

Leading Change in a VUCA World

POWER and TRUST are two major underlying forces that shape the dynamics of human interaction in organisations and society. To shed light on the subject, we have compiled 14 articles from people who have participated and presented at the Berlin Change Days 2017.

We all feel that society is at a turning point: the old forces of power are clashing with a growing population who want participatory leadership and collaboration.

The extent of volatility, uncertainty, complexity and ambiguity that affect our lives, our relationships, our organizations, our communities, and the world has reached a level that is nearly impossible to bear. People are craving for meaning and purpose, at work and in their communities.

In early 2017, Otto Scharmer reflected on the 2016 US presidential elections:

“2017, I believe, will be a key year—anything is possible, anything can happen, good or bad. ...The root of the world leadership means to cross a threshold. That threshold now is right in front of us...”

There are a couple of recent developments that had left me speechless, at least for a while, like a kid who sees snow for the first time of his life.

- The dark forces that try to put the wheel of 300 years of post-Enlightenment human development into reverse have gained considerable momentum—on all continents including Europe. At the same time, there is a growing global movement fighting for equal rights, diversity and power for the powerless. Donald Trump and Justin Trudeau are two archetypal representatives of those antagonistic forces.

- Technological development has reached a pace that makes us dizzy; only few of us can catch up. In 2017, Google has not only launched an Artificial Intelligence agent which can beat the best human Go players—a development which until recently had been projected into the far future. Only half a year later, Google launched a second agent which was able to learn Go from looking at the rules, and to beat the first machine—which learned from observing humans—in all matches. Hundreds of years of Go knowledge is currently under revision because the machine uses strategies never seen before.
- Money and banks—institutions of trust building for thousands respectively for hundreds of years—are suddenly under threat of extinction by blockchain technology. The hype on Bitcoin—which was ongoing but slightly curbed while this article is being written—is unprecedented in history of markets.

All this and much more. At the same time we are seeing the seeds of a revolution of management. Frederic Laloux wasn't the one who started this revolution but his book *Reinventing Organizations* has worked like a magnifying glass and a loudspeaker for all the changes that small and big companies and non-profits have initiated over the last 20 years. Many organisations have started to implement new ways of work, flatter hierarchies and better forms of collaboration.

Looking at the dynamics of POWER and TRUST in the corporate world and in society we mustn't hold our breath for that long, we need to move on. The craft of our profession as change makers and change facilitators is needed more than ever. With our experience, methods and approaches, we can take the lead in restoring trust and shaping power.

As witnesses of the tensions between trust and distrust, the powerful and the powerless, hierarchies and holacracies, empowerment and control, it is up to us to help the world to make sense and make progress. In order to host the discussions that will weave a path through these paradoxes, we first need to understand the conflicting forces ourselves. With this reader, we would like you to join us in exploring power and empowerment, as well as confidence and control, and to put it into perspective of the future as it emerges in front of our eyes.

The story of this book

In 2009, we started the Berlin Change Days. What at that time was an intimate meeting of less than forty folks quickly turned into a global gathering of people who are passionate about positive change and who want to make a difference to organisations and society.

In 2017, 150 change makers gathered in Berlin to explore POWER and TRUST as underlying forces which shape the dynamics of social systems. We looked at it from the two different angles of personal transformation and organisational change and we experimented with different approaches. Hosts of the 25 workshops and keynote speakers were also requested to put their own specific topic into the perspective of volatility, uncertainty, complexity and ambiguity.

The knowledge shared during the three days was so dense and comprehensive that we decided to compile this ebook which mirrors the different aspects of the subject.

After the conference we asked 14 of our resource persons to summarise their hypotheses, to describe their approaches and to digest what they have learned during the Berlin Change Days. Together, their reflections form a monograph which you have in front of your eyes. Enjoy reading and get back to us with feedback, comments and new contributions.

The articles

[Julie Diamond](#) reflects on the psyche of those who are in power. They wear a magnifying glass that distorts perceptions, communication and relationships. At the same time, people interpret, magnify, and distort everything what the leader does and says.

[Kerryn Velleman](#) and [Vesa Purokuru](#), two people from the opposite sides of the world, reflect on changing paradigms of management and stress the importance of a coaching culture to be adapted by organisations that want to master the challenges of a world full of ambiguity and uncertainty.

[Constantin Sander](#), in his article *The Dance of Values*, reflects on the function of power in social systems and relates this reflection to the change of organisational culture in



Holger Nauheimer is the creator and the host of the Berlin Change Days. He initiated the event because he wanted to create a conference format which he himself would like to attend. Holger is known as a restless researcher, innovator and teacher in the fields of leadership and change.

a VUCA world. He then introduces a tool with which groups can look at whether their mindset is adequate to the challenges they face.

[Ute Franzen-Waschke](#) reports about newest findings of neuroscience. She reflects about what everybody can do to create a healthy work environment by respecting and following a few common principles of communication and interaction.

[Nik Beeson](#) introduces eight pillars of trust and relates them to politics, arts and the change in society. His article *Trust & Power: from "who do you trust?" to "how do you trust yourself?"* stretches from the recent US presidential election to collaboration in the absence of trust in South Africa.

[Denis Kelly's](#) and [Marc Van de Velde's](#) article starts with a reflection on a police shooting in Charleston, South Carolina and the subsequent loss of trust in the police force. They introduce a tool which is designed to measure the balance between centralised Power and Empowerment achieved through delegation and trust.

[Eeva-Liisa Vihinen](#) introduces the technique of Empowering Photography which is in essence a reflection about the loving and appreciative way of looking. With the acceptant and loving look through the camera lens we can give voice and power to those who have been lacking it.

[Jouke Kruijer](#) and [Sylvia Rohde-Liebenau](#) report about an exciting project implemented at the European Investment Bank in which art was used as a mechanism to create trust and to heal broken relationships.

[Sandeep Auja](#) reflects on the issue of power in change projects. Her focus is on how to reduce resistance by creating buy-in. She suggests that everybody involved in a change process reflects on their own personal gain.

[Esther Barfoot](#) reports about her work with the Dutch police. Introducing The principles of activist communication, she demonstrates how a bottom up change can be initiated without threatening the entire organisation.

[Dariusz Wylon's](#) text is a case study on how a company can operate differently in a VUCA world. The Polish company he is working for has flattened its structure, introduced new and fluid role definitions and decisions are delegated as far as possible.

[Yannis Angelis](#) was set to deliver a juggling workshop at the Berlin Change Days 2018. He and the participants of his workshop experienced a truly transformative moment of trust.

[Sari Stenfors](#) explains how the Blockchain will transform the ways in which people interact, and are governed. A powerful technology that will have an impact on many aspects of our lives and our work.

[Katarina Veselko](#) talks about the power of forgiveness which helps us to step into our own power. She continues by reflecting about the emotional duty that comes with leadership.

Visit us at the next Berlin Change Days

www.berlinchangedays.com



From what you heard so far...
what struck you,
what inspired you?

Jeffer London

Jacques Chlopczyk

A Word from Our Hosts

Holger handed us a magic baton. It was just a month after Berlin Change Days 2016 – which had been a powerful experience for us both. The two of us had given a spontaneous workshop about change-makers’ needs to either *step-in* or *hold-back* when groups are stuck. The session’s mix of tension and creativity was certainly moving for the people involved – for us it was the start of a friendship and an odyssey. We had to step in.

Stepping into the role of a Change Days host means you are willing to absorb the laughter, tears, and a thousand little details that make the event special. It also means about nine months of planning.

Having participated in the event so often, we knew how moving and meaningful it can be. We took up the baton, with a handpicked team of strategic advisors, and began to sketch out the themes most important to us and the community.

Let’s make a giant bull-shaped bulletin board!

Sometimes an idea conceived during a late night skype call is so enchanting (or crazy) that it becomes your central concept.

We planned to make three giant silhouettes – symbolic of power, trust, and change – where people could post their ideas. This idea landed on earth, thanks to angels like Anja Ebers and Bess Stonehouse who showed up with overalls and jigsaws to make the magic happen.

What we could not imagine was the way people might react to the bigger-than-life symbols in the heat of the moment: “*I don’t want to share my idea!*”, “*Why are the images all male?*”, “*This is not very environmental...*”.

Hmmm, did our personal desire to collect ideas and make a beautiful artefact override our ability to serve people in the moment?

Could we have invited people to share in a way that would have let them own the process and outcome? Were we trusting the group? And were they trusting us? Or were we exerting power and getting a powerful reaction to it?

The voice that broke the bull’s back

Half way through the programme, a voice called out. A disgruntled voice. A voice that did not represent all others present but nonetheless a voice that was deeply touched by the way power, trust and change were in the room and in their life. They wanted change, and they wanted it now.

This was the pivotal moment. Power was about to shift from the facilitators to the group. Luckily, we were able to let go. To trust the group. We all know that this is “best practice” but when you see nine months of plans get tossed out the window there is a dilemma. The internal storm in a facilitator’s mind that asks us to hold-back, and to step-in. This time, we had to hold back, and the group was sorting out itself by itself.

The power of trust

Facilitation is about sharing power and influence. When we, together with the group, are the owners of the program and the collective flow – there is more energy, commitment, and the chance that the progress will be real.

Thanks to the group showing up and questioning *What-The-F&-%#* was going on, we moved to co-ownership, co-hosting and co-creation. Holding back and trusting the group process enabled new ways of being together.

A new level of trust emerged. Trust, that we as a group represent a space in which it is possible and welcome to express and

acknowledge the diversity of our tribe, our experiences and interpretations. From that moment on, we journeyed together in a more profound way.

It was beautiful, that many in the tribe wanted to have a “WTF” debriefing in the middle of the event. As hosts and facilitators, we got to watch our dreams get built, broken, resurrected and realised all within 48 hours.

Change is possible

Now, many months later, you are reading this story, a preface to what we were hoping for – a collection of essays on how to make change in times of shifting dynamics of trust and power, with VUCA and digital, with individuals and groups. So we all win. Thoughtful hosts can be catalysts; can enable the diversity of ideas from the group to serve the group.

Have we learned anything about hosting?

As you might suspect, we took the assignment to facilitate the Change Days because it is a great place to experiment, get feedback and develop our practice. Yes, we care a lot for each one who shows up. And we like to reflect on how to best support people like you to make sense of the world and play an important role in it. Reflecting on our learning, here are our three big takeaways:

1. Shape the Purpose. We are glad that we invested time in the core mission of the event, which was to support change-makers in a world that is changing. This helped us know when we had the right team in place; made the invitation simple; and let us take decisions easily.

2. Make a Sensitive Invitation. Our words-on-the-page invitation was pretty clear, but we forgot that people might arrive distracted, not having read the materials, and exhausted after such a busy year. While we had been absorbed in the project for nine months – we should have helped people to slow down together and found an even more inclusive way to invite people into the flow and mission.

3. Mix Hot and Cool Activity. We are happy to see the many channels of activity

and thought that the event stimulated. We had workshop facilitators invent radical approaches; we had intense moments of dialogue; we confronted personal demons; we got cosy tenderness – and we also took the time to reflect on big subjects; took the time to write about them; read about them; and be touched by them. Mixing activities in a way that caters to the different needs – getting input, expressing needs, reflecting on things heard – and providing different channels for this enriches and deepens the impact of events and gatherings.

And if we can give any advice to next year’s hosts: don’t over plan; things will shift anyway, and it is the shift that we actually want.

Thank you for journeying with us.

Your hosts,
Jacques Chlopczyk & Jeffer London



Jacques Chlopczyk is connected to the Berlin Change Days since many years – as participant, contributor and facilitator. He works as an organizational psychologist, systemic consultant and facilitator to ignite and sustain change in organizations, communities and teams. He lectures and writes on systemic consulting, narrative work and transformation in organizations. He is initiator and catalyst of the BEYOND STORYTELLING network and community.



Jeffer London got involved with BCD a few years ago – first a facilitator, then as a strategic advisor, and always as a participant. In 2017, he was part of the core hosting team, with a special hand in the harvesting. Jeffer works with dialogue, storytelling and visuals to support executive teams and organisations with change, inclusion and engagement. You can find him through his work at the Center for Creative Leadership, at the International Association of Facilitators or immersed in his research on how to get people talking with one another.

Acknowledgements

This electronic book is the product of a joined effort of many. Over the years during which we hosted the Berlin Change Days, we received so much love and gratitude and many people who once came as participants meanwhile became part of a group of friends. They are passionate, and they contribute from their hearts. It is impossible to mention them all, but the following list should mention at least those who left their mark in this publication and in the BCD17.

Our gratitude goes first to the people that were part of making the Berlin Change Days 2017 such a remarkable event, creating the field for this publication to happen – they include:

Our **strategic advisory board** who supported the programming and planning from start to end: Benjamin Kafka, Annika Ranta, Inge Jansen, Melanie Zucker and Marc van de Velde.

Our **hosts** Jeffer London and Jacques Chlopczyk.

Our **speakers** who launched us into the world of their ideas: Harald Schirmer, Ursula Hillbrand, Dirk Woywod, Sari Stenfors and Julie Diamond.

Our **facilitators** of the workshops: Edu van der Werf, Ursula Hillbrand, Sari Stenfors, Holger Prante & Matthias von Mitzlaff, Denis Kelly & Marc van der Velde, Jouke Kruijjer & Sylvia Rhode-Liebenau, Marlou de Rouw & Laurie Khorchi, Constantin Sander, Kerry Velleman, Ute Franzen-Waschke, Esther Barfoot, Valerie Wagoner & Catherine Boudlal, Daniel Sigrist, Sandeep Aujla, Dariusz Wylon, Rich Batchelor & Nik Beeson, Vesa Purokuru, Yannis Angelis, Martin Ciesielski, Simone Sloan & Minna Taylor, Eeva-Liisa Vihinen and Jutta Goldammer.

Our **master builders**, Anja Ebers and Bess Stonehouse, who worked with our rather preoccupied hosts, to create our wonderful stage design – as well as the anonymous architect who provided his studio to do this.

The **organization team consisting of** Ragna Riensberg, Linnea Riensberg, Susan Hennessy and Marina Mayer who made sure that everything is running smoothly during the event.

And the 150 **change-makers** who showed up, shared and co-created the meaningful experience.

The art work of this book has been provided by two great women: our photographer Miriam Moreno (www.miriaminchange.com) and our graphical recorder Katrin Faensen (<https://visualfacilitators.com/en/about-us/the-visual-facilitators/katrin-faensen/>). They are both gifted facilitators themselves.

Without the background administrative work of Marina Mayer and her relentless follow-up of contributions we would probably still dream of this reader. Leigh Dowsett and Ruth Jolly from IMA International (<https://www.imainternational.com>) spent hours of proofreading; they transferred the original texts into a form that deserves publication.

When we looked for somebody to implement our idea of an electronic book on the BCD18, Sven Schlebes from Goldene Zeiten (<http://www.goldene-zeiten-berlin.de>) raised his hand. We are truly indebted to him.

Last but not least: this thing has a design which is out of the world. Great work, great artistic and editorial skills. The name of the designer is Claudia Ott (www.claudia-ott.de). Chapeau!

The Soul of the Change Days

Remember the last time you went to a conference or a convention to which people of a profession similar to yours showed up to update themselves on the latest trends of the industry. Chances are that you have experienced one or more of the following characteristics:

- You would have liked to contribute with your knowledge and questions, but nobody asked you to. So, the only chance you had to participate was to sign up and pay the fee.
- The first thing that you saw when you arrived at the venue were the billboards of the conference sponsors (and their names were mentioned at least three times every day).
- The event consisted of a series of keynotes followed by crowded presentations in small breakout rooms, interspersed between several panel discussions.
- Seating was arranged in theatre style, and because you came late, you only found a seat in the last row. Alternatively, you were seated at round tables, so large that you could only communicate with your neighbor but not with the person on the other side of the table. This is called “banquet style” and I have never understood why this seating arrangement has made its way from the 19th century Viennese ballrooms to modern conventions).
- Productive group work was not possible at those tables because of the noise level in the room and the distance between you and other participants at your table.
- Your active participation was limited to the conversations with your neighbor and the opportunity to ask questions to some of the keynote speakers or the presenters in the breakout sessions.
- During most of the breakout sessions, presenters tried to convince you to buy their book or their board game or to sign up for a licensing program, workshops, certification etc..
- You saw one or two inspiring lectures, but you endured a dozen boring ones.
- You watched a minimum of 300 slides, whilst you only remembered a few, or took photos of them instead of listening and engaging.
- You learned something, but the event did not transform you.
- The highlights of the conference were the lunches and the reception, when you met exciting and like-minded people.

None of these elements are present at the Change Days, except that you meet exciting and like-minded people in lunch and coffee breaks. You will have the opportunity to exchange and network with them beyond the official breaks. There are no billboards, no sales shows, no book signings. You are on your feet more often than you sit. You will see one inspiring keynote but the number of slides is limited to key messages and takeaways. You will leave the event with the feeling that you are truly transformed, that you have learned something you will apply in your work and that you will start to make change happen in your organization tomorrow.

Change Days is a specific large group event that runs over one to three days. It blends large group facilitation methods, arts and physical experiences with workshops on topics that allow a deep exploration of the overall theme of the event. Such an event is based on eight principles:

- 1. Capacity building and transformation happen at the same time** when people are in a space in which they feel confident to experiment.
- 2. Everybody is a co-creator** of their own and of the collective experience.
- 3. Members of the faculty provide both their focused contributions and partake in the wider experience**, equal to the audience they serve.
- 4. High-quality contributions, deep insights and qualified experience are crucial** to create trust in the process and to inspire participants.
- 5. The learning journey is integral to the experience and begins before and continues after the event.**
- 6. In the learning journey, we give room to breathe and time for individual and collective sense-making.**
- 7. The design reinforces the fact that emotions and creativity are integral parts of any learning experience.**
- 8. Fun and joy connect people as peers.**

There are different possibilities to experience those dynamics in practice. You might join us for the tenth Berlin Change Days (October 26–28, 2018, www.berlinchangedays.com) or for the first Toronto Change Days (Nov 16–18, 2018, www.torontochangedays.com). Or you might like to organize a Change Days like event in your own organization (www.changedays.org).



Julie Diamond

Leadership and The ‘Lens of Power’

Power doesn’t only alter our judgment, it also changes how people perceive and relate to us.

Between the person in power and those in her sphere, there exists a lens of power: a magnifying glass that distorts perceptions, communication and relationships. The act we put on for people in power—whether conscious or not—alters our relationship to them, and hence their perception of themselves. People depend on the reflection of others to get a sense of themselves. But when a lens of power distorts this reflection, we are at risk.

So how do we manage being in a high power role? How can we stay lucid, given these consequences of being in a high power role? This article explores the ways leaders can successfully navigate the image of power they present to others.

“How many world leaders do you think are just completely out of their mind?”

So asked Jerry Seinfeld, the famed stand-up comic, to Barack Obama in a 2015 episode of “Comedians in Cars Getting Coffee.”

This starts them off on a funny and insightful discussion about what it takes to maintain perspective in a position of high power.

Remarking on power’s effect on our judgment, Seinfeld says: “Privilege is toxic, sadly ... Things that people struggle to achieve, they get to positions of power, influence, money, they can do things ... [power] has a toxic effect on their judgment.”

Obama then turns the tables, and interrogates Seinfeld: “Has it happened to you?” Because, he continues, “you seem like a completely normal guy.”

“But I’m putting on an act,” counters the comedian, “like everyone else does for you.”

It’s been well-documented by myself and others, how a high power role has the capacity to alter our judgment, perceptions, and behavior. In a high-ranking role, we have greater immunity from social pressures, act in a more disinhibited fashion, and tend to

be more enamored with our ideas and less interested in others’. Our sense of control over events is heightened, as is our confidence in predicting (mostly) positive outcomes. We also display less empathy towards others, are less able to judge their emotions, and tend to treat them as a means to an end.

These are some of the reasons power can be corrupting. But here’s the thing:

Power doesn’t only alter our judgment, it also changes how people perceive and relate to us.

Between the person in power and those in her sphere, there exists a lens of power: a magnifying glass that distorts perceptions, communication and relationships. The act we put on for people in power—whether conscious or not—alters our relationship to them, and hence their perception of themselves. People depend on the reflection of others to get a sense of themselves. But when a lens of power distorts this reflection, we are at risk.

How does this lens of power operate? We hold a variety of (often non-conscious) feelings and attitudes towards those in power: we may admire them, fear them, feel jealous

of their positions in society, or distrust them. We regard leaders as symbols or roles, and not just as people. We project positive and negative feelings alike onto them. And we hold them to higher—and unrealistic—expectations.

Peering through the lens of power, it's easier to judge a leader by our projections and expectations rather than by the leader's true actions. In some sense, this critical eye helps us keep those in power accountable for their words and actions, but it also distorts our understanding of leaders, causing us to either assume the worst, or, in some cases, neglect the worst.

Let's look at how this distorting effect plays out:

People see a leader as a symbol or role, and not just as an individual.

Power draws projection. Leadership is the role, and not just the person in it. Yet we often impute God-like attributes to our leaders, and they become the target of others' admiration, jealousy, and projections—both positive and negative. Thus, the leader is subject to higher, and often unrealistic, expectations.

Josef Ackermann, former CEO of Deutsche Bank, described the first time he realized he had become a role rather than an individual: right after Ackerman ascended to CEO, a colleague took him aside and told him, "From now on, you must remember that you are two people. You are the person whom you and your friends know, but you are also a symbol for something. Never confuse the two. Don't take criticism of the symbol as criticism of the person."

Obama himself also became a symbol—and he realized it early on. During the 2008 Democratic Party presidential primaries, the then-candidate told a reporter:

I had become a symbol for the next thing. So, some of it was undeserved, but what it told me was that people really were looking for something different. ... I joked with my team—and it wasn't entirely a joke, it's something I still think about—that the country was looking for a Barack Obama. Now, I'm not sure that I am Barack Obama, right? But they were looking for an idea like that.

Leaders rarely get accurate feedback.

Due to fear, self-interest, bias, or a combination thereof, people may not feel free to speak honestly and candidly with leaders. The higher you travel on the organizational ladder, the further you are from what's happening on the ground. You no longer receive immediate feedback about your actions, nor do you experience the consequences of your decisions and actions as others do. It's easy to live in a bubble, surrounded by others who have a personal stake in your powerful role: dependent on you for a promotion, or afraid of losing their livelihood. Soon, everyone in your bubble reflects back to you only what you want to hear and you lose the ability to see yourself or your decisions clearly, or to evaluate your effectiveness.

The more we distance ourselves from feedback, the more the truth is discomfoting. When we hear feedback, we minimize it, disregard it, or discredit the messenger as a trouble maker, or someone who doesn't fit in.

History is replete with leaders who surrounded themselves with sycophants, disregarded uncomfortable facts, and cherry-picked the feedback that confirmed their view. This is why it's so important for leaders—and their organizations—to get independent feedback. Living in the bubble of our power, we come to believe we can assess ourselves without bias. The Pentagon, for instance, believes the military should be in charge of investigating and prosecuting sexual assault within the military — through its own chain of command — even though a large percentage of sexual assaults reported are committed by members of the victim's chain of command. Is this hubris? Or self-protection? The military is not alone: universities as well are under attack for their (mis)handling of sexual assault on campus. Whenever we believe in our capacity to assess ourselves without bias, the results can be skewed, and at worst, lead to dire results.

Leaders are subject to judgments against power and authority.

Power has a bad rap. It's the rare individual who hasn't had some negative experiences



Julie Diamond, Ph.D is the CEO and founder of Diamond Leadership, an international consulting firm that provides leadership and talent development services, including coaching, assessment, and training. Julie has worked in the field of human and organizational change for over 30 years, and has created transformational learning opportunities and leader development programs for Fortune 500 companies, government agencies, labor unions, and international NGOs. She is the developer of the Diamond Power Index®, author of Power: A User's Guide, and co-founder of the Power2 Leaderlab, an executive coaching program for women leaders.

with authority. And a general mistrust of power — and those in power — is widespread. This results in skeptical, antagonistic, or even hostile attitudes and behavior towards leaders, whether deserved or not.

Consider the low voter turnout in countries where voting is not mandatory, such as the US. In a BBC article about dwindling numbers of voters during the 2016 election, one told reporters that his decision to stay home was his "way to protest the system for throwing American people overboard." In the workplace, this attitude results in apathy, hopelessness, and the feeling that "what I have to say doesn't matter." This is not only personally disempowering, but achieves the paradoxical effect of creating the reality one fears: that those in power cannot be trusted. When we don't trust ourselves to engage with leaders as people, to give feedback, and contribute, our disengagement creates the set of power relations we fear.

Leaders are subject to others' grievances and grudges, past and current, which could not be aired.

When you step into a role, you inherit the leftovers from the person before you. You also become a symbol of the organization, both its good, and also bad attributes. Sometimes this places high expectations on you to deliver, yet at other times, it involves grumbles and grievances.

As a leader, the slights, hurts, and offenses (real and perceived) that an employee suffers at the hands of organizational policy, or that a subordinate or peer has endured at the hands of others, accumulate over time and can erode others' sense of trust in leadership. People may continue to see you through the lens of the past. Feedback can be used, not just for honest evaluation, but as an opportunity for retribution.

How to Successfully Navigate The Lens of Power

So how do we manage being in a high power role? How can we stay lucid, given these consequences of being in a high power role? Here are a few ways leaders can successfully navigate the image of power they present to others:

Know you are a role, not always an individual.

Simon Sinek says, "the cost of leadership is self-interest." Despite its popularity, you cannot take refuge in just being "authentic." Everything you do and say becomes a cultural norm to obey or resist. You will be unfairly criticized, your actions misinterpreted, your failures excused. It's critical to be aware of others' projections, stereotypes, and unrealistic expectations of the role, and ultimately, onto you. You cannot take criticism personally, yet paradoxically, you have to be open to all feedback, whether or not it's something you personally are responsible for.

Know how to bridge the intent–impact gap.

Nowhere is the intent-impact gap wider than in relationships of asymmetrical power. When you occupy a position of power, your words and actions carry additional meaning. People will interpret, magnify, and distort everything you do and say. The key is to recognize this warped or misrepresented reflection before you inadvertently mirror it. Know that intent and impact are not the same; develop your emotional self-regulation; and become adept at reading others' feedback so you can more accurately assess the impact of your words and actions.

Know how to gain legitimacy.

Legitimacy is in the eye of the beholder. Just because you have a title on your door, or a reserved parking spot, it doesn't mean you have earned your leadership credentials. Whether or not people follow you depends not on your title, but on your actions. And your legitimacy needs to be earned from each and every person you hope to lead—with every interaction. And keep in mind that legitimacy is not a one-time ticket valid for all transactions: it has to be earned anew, moment by moment, through your interactions, behavior, and communication. You need to know how to manage your impression—how you actually come across, and not just what you intend.]



Edu van der Werf

The theme of the 2017 Berlin Change Days was Power and Trust - leading change in a VUCA world. In three days of workshops and plenary sessions 'the tensions between trust and distrust, the powerful and the powerless' were discussed, explored and experienced extensively. To me one thing stood out: we tend to mix up the notions of trustworthiness and trust. In this text I would like to shed some light on this.

Relational Signalling and Trust

Imagine the following: You are about to embark an airplane, which will take you to your holiday or business destination. It is a regular commercial flight with one of the well-known airlines and the total flying time will be four to five hours. Unfortunately, a lot of turbulence is expected and even an emergency situation might occur. You find yourself in the - admittedly, somewhat odd - circumstance of being able to choose the air traffic controller at your arrival airport. In other words: you get to decide who is in control of your flight. Be aware, the choices you have are limited. The air traffic controller is either female or male and she/he is either 25 or 55 years old. So in total, you have four options. Who would you trust most to be in control of your flight?

The theme of the 2017 Berlin Changes Days was 'Power and Trust - leading change in a VUCA world'. During three days of workshops and plenary sessions 'the tensions between trust and distrust, the powerful and the powerless' were discussed, explored and experienced extensively. To

me one thing stood out: we tend to mix up the notions of trustworthiness and trust. In this text I would like to shed some light on this diffusion, because as Onoro O'Neill so eloquently put it in her 2013 Ted talk: "what matters in the first place is not trust but trustworthiness. It's judging how trustworthy people are in particular respects (...) that's what we're looking for: trustworthiness before trust. (...) Trust is the response. Trustworthiness is what we have to judge".

Let's take a step back. It would be difficult if not impossible to overemphasize the importance of trust to human interaction (Fetchnhauer, Dunning & Schlösser 2017). Trust is essential for any social arrangement to thrive, whether it is between two individuals, within an organization, or even in a nation or society (Fukuyama 1995, Kramer 1999). No wonder in the last three decades a variety of scholars and disciplines have engaged in researching interpersonal dynamics underlying trust decisions. Yet a lot of the research has not reached the general public.



Edu van der Werf is an international group facilitator, leadership consultant, keynote speaker and researcher. He is an expert on trust building and trust dynamics.

One of the main contributions of this forementioned research is the development of some key concepts that describe what the topic of trust entails.

Rousseau et al. (1998) offer a widely supported definition of trust 'a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intention or behavior of another'. From this we can already derive that trust is essentially the state of expectation of a trustor. Both Mayer et al. (1995) and Rousseau et al. (1998) argue for two main dimensions of trust: first, positive expectations of trustworthiness which refers to the perception towards trustees; and second, the willingness to accept vulnerability which refers to a "leap of faith" (Möllering 2006). In short: The acceptance of vulnerability as an outcome of positive expectation. An individual is willing to trust someone based on an assessment of that person's trustworthiness and thus expecting that person will behave accordingly (Dumitru & Schoop 2016, O'Neill 2013). This should not be understood as 'willingness to be hurt', but as highly optimistic expectations that vulnerability is not a problem and no harm will be done.

So, how do we judge trustworthiness?

An interesting field of research in this respect is (Relational) Signalling Theory (Gambetta 2009, Lindenberg 2000). Trustors look for two things in the behavior of trustees: first they check if the behavior shows the competence to perform according to expectations (the ability dimension of trustworthiness). A typical example: the 'air traffic controller' scenario at the beginning of this essay was part of a study performed by Mehta, Rice and Rao (2016). Their data suggested that American participants found 'aged' (experienced) controllers to be more trustworthy, while Indian participants had a preference for 'agility and information processing' (which was in their opinion stronger represented by younger controllers). Second, trustors look for signs in the behavior of trustees indicating whether the trustee is interested in maintaining the relationship in the future (the intentional dimension of trustworthiness). Most cited and accepted aspects being benevolence (the degree to which a trustee is believed sincerely to do

good to the trustor; caring and considerate) and integrity (the adherence to a set of principles the trustee find acceptable; fair, reliable and morally just)

Now for the downside: Every action (plan), process step, presentation, meeting, procedure, policy, etc., is signaling either or both of the two dimensions. Signaling is not limited to just your own behavior. Research has shown the signaling power of HRM strategies and processes (Searle et al. 2012), CEO compensation (van Veen & Wittek 2016) and 'power' itself (Schilke, Reinmann, Cook, 2015; Kim et al. 2017). So if you want to 'manage things' you'll find yourself in a bit of a challenge.

That being said, when we do focus on behavior, research has also given us some encouraging results. Six et al. (2010) found that for trust building to be successful, attention to showing your own solidarity frame to others as well as stimulating the solidarity frame in other individuals does have an effect. Amongst others, they found behaviors like: 'initiating and accepting change to your decisions', 'giving a compliment in a public meeting' and 'take responsibility (don't pass the blame)' to effectively signal trustworthiness. Building interpersonal trust requires action that sends (unambiguously) positive relational signals.

Trustbuilding is critical to organizations undergoing change and thus facing uncertainty. The transfer of learning, acquiring of new skills, the changing of behavior might make employees feel at risk and vulnerable. In such highly volatile, uncertain, complex and ambiguous environments it is vital (change) leaders are aware of the signaling effect of their own behavior. Contrary to popular belief it is not so much about trust, the emphasis should be on being trustworthy, and how you give people adequate, useful, simple and regular (signalling) evidence that you should be perceived as trustworthy.]

Dumitru, C.D., Schoop, M.A., (2016). How does trust in teams, team identification, and organizational impact trust in organizations?. *International Journal of Management and Applied Research*, 3, 87-97
 Fetchenhauer, D., Dunning, D., Schlösser, T. (2017). The mysteries of trust: Trusting too little and too much at the same time. In: Van Lange, P.A.M., Rockenbach, B., Yamagishi, T. (eds.) *Trust in Social Dilemmas*, Oxford University Press
 Fukuyama, F. (1995) *Trust: The social virtues and the creation of prosperity*, New York, Free Press

Gambetta, D. (2009) Signalling theory. In: Bearman, P. and Hedstrom, P. (eds.), *Oxford handbook of analytical sociology*, Oxford: Oxford University Press

Lindenberg, S. (2000) It takes both trust and lack of mistrust: The workings of cooperation and relational signalling in contractual relationships. *Journal of Management and Governance*, 4, 1/2, 11-33

Kramer, R.M. (1999) Trust and distrust in organizations: Emerging perspectives, enduring questions. *Annual Review of Psychology*, 50, 569-598
 Mayer, R.C., Davis, J.H., Schoorman, F.D. (1995). An integrative model of organizational trust. *The Academy of Management Review*, 20,3, 709-734
 Mehta, R., Rice, S., Rao, N. (2016). Traveller perceptions of trust in air traffic controllers: A cultural comparison between India and The Unites States. *International Journal of Social Science Research*, 4, 98-114
 Möllering, G., (2006). *Trust: Reason, routine, reflexivity*. Emerald Group Publishing Limited

O'Neill, O. (2013). What we don't understand about trust. TEDxHousesOfParliament, ted.com.

Rousseau, D.M., Sitkin, S.B., Camerer, C. (1998) Not so different after all: A cross-discipline view of trust. *Academy of Management Review*, 23,3 393-404
 Schilke, O., Reimann, M., Cook,

K.S., (2015) Power decreases trust in social exchange. *Proceedings of the National Academy of Sciences*, 112, 42, 12950-12955

Searle, R.H., Skinner, D. (eds.) (2011) *Trust and Human Resource Management*. Edward Elger Publishing Limited.
 Six, F., Nooteboom, B., Hoo-gendoorn, A., (2010). Actions that build interpersonal trust: A relational signalling perspective. *Review of Social Economy*, 58, 285-315

van Veen, K., Wittek, R. (2016). Relational Signalling and the rise of CEO compensation "... It is not just about money, it is about what the money says...". *Long Range Planning*, 49, 477-490



Vesa Purokuru

Kerryn Velleman

Power and trust in a VUCA world: From vertical to horizontal leadership

New leadership is about meaningful dialogue and peer coaching

The future of work is changing, giving new meaning to the concept of 'leadership'. Network models of working are emerging to replace traditional hierarchical structures and managers are no longer leading their troops from the front. In the future, leadership will be distributed so that organisations will be more self-directed and workers at all levels more comfortable co-leading with others. The vertical "power over" is changing to horizontal "power with". Leadership is becoming a skill that every employee needs to be able to collaborate, deliver, renew and navigate agilely through constantly changing and challenging the VUCA environment.

Meeting for the first time at the 2017 BCD conference travelling from polar opposite ends of the world, we were struck by the strong resonance in our shared experiences and reflections. As witnesses to organisations preparing to lead in a VUCA world, we have worked with more than 5,000 leaders throughout the public, private and not for profit sectors in Australia, South East Asia and Finland.

What is emerging?

The VUCA world is brimming with uncertainty about the future, volatility of global market forces, complexity of juggling multiple and competing demands and a blurring of lines between our work and personal lives. To be successful in this context calls on the capacity to constantly develop new innovative ways of thinking and doing.

Finding meaning, purpose and passion in our work is taking precedence over the search for power and control. As the focus shifts from financial incentives to learning and development, real collaboration among trusted peers becomes a pre-condition for success.

In reality, culture change is advancing slowly and old power structures are still in full force: While leaders know and value the idea of *'coaching conversations'*, they default to a 'telling' style. They don't trust experts to solve problems and make sound decisions on their own. Instead, leaders use their power to control and micromanage the work of their employees. When these assumptions play out in the workplace, many managers treat workers as children who need guidance and instruction.

These tensions put the practice of organisational leadership into a new light,

| From... | To... | Result... |
|--------------------------------------|---|--|
| Directing individuals to do the work | Nurturing collaborative relationships in which peers support each other | Devise innovative, strategic solutions |
| From external rewards and threats | Intrinsic motivation, meaning and purpose | Meet higher level needs of belonging, learning, co-creation and accomplishment |
| Vertical, top-down leadership | Horizontal, peer-driven coaching and support | Develop agile and resilient workplace cultures |
| Obeying rules and procedures | Exploring and meeting clients' expectations | Create real value and sustainable impact |
| Power over, using force from above | Collaborative, dialogic conversations; Accept multiple truths to manage conflicting interests | Accept multiple truths to manage conflicting interests |

Leadership in a VUCA world requires new ways of thinking, built on a new kind of power and trust. We need to view our employees as responsible adults who are motivated and committed to create purpose, set aims and learn from their experiences. The old saying: "Trust is good but control is better" must be challenged.

Critically, coaching is no longer a tool only for leaders. Organisations need to build the coaching capabilities of all employees. This will enable all workers to engage in deep, meaningful dialogue with each other, clients and team members, turning knowing into doing and being.

Contemporary research is increasingly indicating that a strong coaching culture is positively correlated with employee engagement and financial performance. For example, a 2016 study released by the International Coaching Federation and Human Capital Institute revealed that nearly two thirds of organisations reporting strong coaching cultures rated their employees as 'highly engaged' compared to only half those firms that do not have strong coaching cultures. Similarly, 51% of organisations with cultures that integrate coaching into their workplace behaviours report their

2015 revenue to be above that of their industry peer group, compared to 38% from all other organisations.

How do organisations create new trust-based cultures?

A new kind of mindset and working culture develops slowly, yet strongly, if genuinely desired. Self-directedness requires a clear picture of the direction in which the organisation is going. Decision-making by autonomous teams need space and wide frames to ask important questions: *What is our power and responsibility? What are we able to decide and do in our own way?* Autonomy depends on constructive feedback loops provided through measurement and facilitated reflective discussions that give understanding of direction and the capacity to auto-correct. All of this gives a new kind of power to individuals, teams and peers.

Peers can support each other through questioning, collaborative enquiry and reflective practice. They can learn to observe, model, practise and share feedback on the very mindsets, tactics and skill sets required to manage themselves and engage clients, teams and other key stakeholders. Through fostering strong bonds, coaching behaviours



Kerryn Velleman (Human Capital International - HCI, Australia and Asia) is an organisational and coaching psychologist, supervisor of coaches and facilitator of peer coaching. She works with boards, senior executives, female leaders and sponsors of talent and diversity to help create coaching cultures to optimise their impact of organisational, cultural and sector-wide change.



Vesa Purokuru (Humap Consultation Ltd, Finland) is an organizational coach. He works with executive teams, change projects and a new kind of leadership development.

become increasingly modeled and embedded in everyday work life.

Coaching among peers enables collective support in which collaborators can reflect more deeply than they would on their own. Peer coaching creates a safe opportunity for sponsors (mentors) of the organisation's future talent to review their current practices and design and implement sustainable improvements together.

Case in point: City council

Department of 150 employees
Purpose: Develop their culture towards a more self-directive model. Development project is executed in three phases:

Phase 1: Common vision co-created to discuss and define the aims of the project, recognise strengths and improvements gained, imagine desired culture.

Phase 2: Designed basic frames for self-directiveness. Include City's laws, strategies, resources, changing client needs / new trends, and most significantly, beliefs and dialogic capabilities.

Phase 3: Experiment, test and learn how and what employees can decide on their own instead of asking managers.

Phase 4: Build collaboration mindsets and skills through learning and embedding peer coaching throughout the organization.

So, where to start to cultivate a new kind of power?

None of this is of any use unless you go out and try it:

- Consider how to build skills within the organization to build capability and independence.
- Start small: give a group of peers a manageable experience of collaborating to make decisions and you'll find they will want more.
- Remember that if you do take on the role as a facilitator of 'peer coaching', your responsibility is in helping peers to coach each other. Be aware of not

falling into the role where you are taking over and 'doing' the work of coaching yourselves.

- Engage in your own experience of being coached – maintain your own space for reflective practice.
- Finally, engage in your own process of coaching and deep dialogue with your own peers to harness and model the potential for the power of trust to lead in your VUCA world.

Leading successfully in the VUCA world requires the fundamental capacity to cultivate a work environment in which all members of an organisation, unrestricted by role or reporting relationships, courageously engage in candid and respectful conversations with one another. This is about building confidence, trust and competence, to foster diversity of thinking, promote a culture of inclusion and facilitate a genuine belief and backbone in becoming, as Robert Kegan describes: 'deliberately developmental'.

"What if a company did everything in its power to create a culture in which everyone – not just select 'high potentials' – could overcome their internal barriers to change and use errors and vulnerabilities as prime opportunities for personal and company growth?...in which support of people's development is woven into the daily fabric of the company's regular routines, operations and conversations."

An Everyone Culture: Becoming a Deliberately Developmental Organization, by Robert Kegan, Lisa Laskow, Matthew L. Miller and Andy Fleming.]

Constantin Sander



Power Balance – The Dances of Values

Application of the Value and Development Square for creation of value landscapes

How can teams, organizations and societies develop the bright side of power instead of its dark side? At the Berlin Change Days 2017, we worked in several subgroups to explore this question. We used the Value and Development Square (Werte- und Entwicklungsquadrat) by Schulz von Thun to identify power balancing values, as well as their critical extremes, which may counteract and lead to imbalances in the system. As a result the group developed a landscape of interconnected values which might be useful in the VUCA world.

Power is a regulation pattern that appears in any social system. Power itself is not bad or good. It just is. In organizations it can be used as a mechanism to set up structures and control processes. Decision making is an act of power. The critical question is not only how power is justified, but also how it is controlled. In our workshop at the Berlin Change Days 2017, we did not focus on institutional means of power control, but on a value system that might balance power in the VUCA world. Thirteen participants from all over the world worked together in this pilot workshop.

Step 1: Values in the VUCA world

Organizations of the modern machine age are characterized by a strong focus on processes and goals. Management by objectives, clear rules, control and predictability are some of its specific landmarks. In contrast, the VUCA world is more organized along the lines of organisms or ecosystems. A high degree of interconnection, dynamic development and a more 'floating' equilibrium, than stable structures and processes, are typical for this sphere.

In a first step, the group found and discussed values for organizations in the VUCA world. These named values were: autonomy, shared responsibility, transparency, diversity, clarity, interdependence, courage, trust, curiosity, flexibility, empathy (figure 1).

Figure 1: Organizational cultures: traditional, modern and integral organizations.



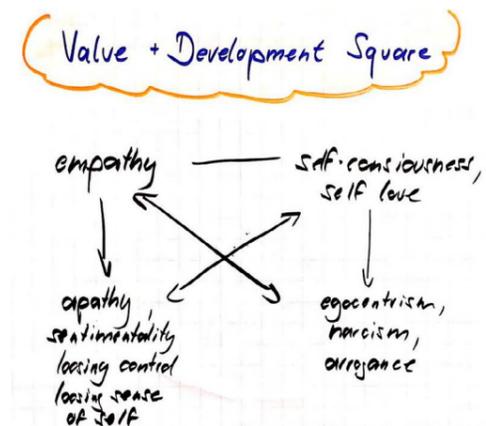
Figure 2: empathy and self-love as partner virtues in the value and development square.

Step 2: Introduction to the Value and Development Square

This model was introduced by German psychologist Friedemann Schulz von Thun. It is based on a concept by Hartmann and Helwig and can be used in processes involved in balancing conflicting values and for developmental perspectives based on values. The idea behind this is that values, if imbalanced, tend to develop towards their negative extremes. For example: empathy can lead to a loss of a sense of self, if not balanced by a counteracting force such as self-consciousness or self-love. On the other hand, those values in turn can develop into their negative extremes, like egocentrism or narcissism, if there is no balancing empathy. Thus, empathy and self-consciousness are not contradictory, but partner virtues which stabilize each other.

The real extremes are empathy versus egocentrism/narcissism and self-conscious-

ness/self-love versus loss of a sense of self. They are diagonal connections in a value and development square (see figure 2).



Step 3: World Café, first session

The group of thirteen split into three groups of four to five people, with one host per group. The world café went over 3 sessions. After each session every participant except the host changed to another group. Each group selected several of the 11 values and virtues of the VUCA world previously identified. In the first session, each group searched for the negative extremes and critical mutations of these values. Just to give some examples here: trust can turn into naivety, diversity into anarchy and shared responsibility into confusion.

Step 4: World Café, second session

To avoid these critical mutations of positive values and virtues, in the next session the re-mixed groups looked at balancing values and virtues. For example: shared responsibility can be balanced by clarity, diversity by order and trust needs control at its side. It is important to understand that these terms are not an exhaustive list. In the workshop, realism was mentioned as a counteracting value for trust, and homogeneity may also balance diversity. The latter might sound confusing since many people see homogeneity as the clear opposite of diversity. But, any system that shows enough homogeneity to be considered an entity, e.g. teams and corporations developing common goals and rules or a genuine corporate identity, still have a high internal diversity.



Constantin Sander has a PhD in Biology and worked as a marketing director for a startup company after his scientific career. Since 2008 he works as a certified coach and trainer in Heidelberg and Regensburg focusing on change processes, leadership and communication.



Figure 3: Value landscape created from basic terms in the VUCA world.

Step 5: World Café, third session

Lastly, we looked for negative extremes or critical mutations of these balancing values and virtues. Control as a balancing value for trust may turn into mistrust or nihilism. Clarity as a balancing power may mutate into closed-mindedness, homogeneity which balances diversity may degenerate into uniformity and rigidity.

As a result, each team created several value and development squares with balancing values and their negative extremes. The whole world café took 15 minutes per session, 45 minutes in total. For future world cafés, I would recommend to extend the sessions to 20-30 minutes.

Step 6: Harvest

Groups, teams and organizations can be characterized by their culture. Values are the guidelines of internal and external interaction. As a harvest from the workshop we created a systemic constellation of values. We found that there were several connections between the squares (figure 3). Values and virtues can be paired with balancing values and virtues. The whole value system

turns out to be a set of multiple connected items which compete and balance at the same time.

Utilization

Groups, teams and organizations can use this format to work on their mindset. Which values are important to us? How can we ensure that our values do not get out of balance? How are they interconnected? Are they contradictory? Which are the balancing values and virtues? And furthermore: Which values do we need to leave behind? Are we all committed to this new mindset? What are our doubts? What do we need to do to leave the old mindset behind? What do we win with the new one? The format described offers a structured process to answer these questions. In the workshop we rushed through this in 90 minutes. Depending on the size of the group I would recommend 3-4 hours including a valuable harvest.]



Ute Franzen-Waschke

Respect and Trust

Important pillars in an agile world and how quality conversations can empower every individual to foster those.

We all want to work in an environment that is inclusive, appreciative and where we can discover and co-create in an atmosphere filled with trust. At times we are, however, challenged by demanding tasks, tight deadlines and difficult relationships at the workplace and we do not find that healthy work environment where we can flourish and prosper. How can we use our personal power and the latest findings in neuroscience to take things into our own hands and to develop an atmosphere of respect and trust for everyone to thrive?

In organizations where respect and trust are the foundation of collaboration, team members interact more successfully and will pursue common goals with higher engagement levels and more perseverance. Sounds logical and easy - and sounds as something that every manager, every leader, every team member wants to see in their organizations and teams. In theory, yes; in practice, however, achieving this level of interaction can be a real challenge, because it means that we all need to take time to sharpen our awareness. Awareness towards behaviour that is supportive in a work environment where respect and trust should reside.

The process of 'becoming aware of something' is the first step towards change. The challenge, however, is not to look only at others, but to begin by looking at oneself:

“Change happens when you accept who you are. Change is effort when you want to be different from who you are”

(adapted by John Leary Joyce; the original quote by Arnold Beisser: “Change occurs when you become who you are. Not when you try to be what you're not.”)



Ute Franzen-Waschke is a Coach & Communication Skills Expert, holds an MA in Coaching and International Business Communication and is a C-IQ® Certified Coach.

Together with Judith E. Glaser's quote:

“Everything happens through conversations”

We have two cornerstones for building the workplace of the future. The curiosity to learn about oneself paired with the power we all own to shape our conversations one at a time, and every day again and again, so that we can co-create an environment of trust and respect by;

- Exploring ourselves without judgment, and with curiosity and bravery to let change happen
- Appreciating ourselves and who we are
- Making others feel appreciated
- Giving others a sense of belonging
- Giving us and others a voice

Why should we strive to achieve the above?

Not only for the sake of higher-performing teams, more for, and mainly for, the sake of our own well-being.

Behind the Scenes

Not only leaders, but every individual needs to become aware of what is happening “behind the scenes”, namely in our bodies, in our nervous systems, when we are in conversations with others. We do not only exchange words, phrases, sounds, facial expressions and facts around our roles and tasks, we also exchange energies through our interactions. These ‘energies’ are picked up by what Porges (2003) describes as ‘neuroception’ in his “polyvagal theory”. In brief: The vagus nerve sits at the exit of the brain stem and, as research suggest, has the ability to trigger certain feelings in us and helps us decide when to feel ‘safe’ or ‘unsafe’.

Let's imagine a scenario,

for example at a meeting, when you felt ‘the chemistry was good and the atmosphere was right’, you felt safe, respected, and you trusted the people around you, which again enabled you to share your opinions, feelings and even concerns. Very likely one of the neurotransmitters that was produced by your adrenal glands and which was sent out into your

system in that time was oxytocin, and the oxytocin was not only picked up by your own system but you radiated it into the room, and thus influenced and contributed to the ‘good chemistry and atmosphere’ at the meeting.

Whereas when in another scenario we – or our Vagus nerve – pick(s) up energies that make our adrenal glands flush very different neurotransmitters into our systems, such as cortisol, and adrenaline that signalize us to fight, fly or freeze; then we become aggressive, or we retract, we stay quiet and try to hide or keep a low profile at the meeting. Our body system puts all our energy into protection mode and we cannot think in a rational way; we cannot connect with the people around us, and contribute as if we were at our best – and as described in the first scenario. Porges puts it that way: “Don’t talk to me I am scanning for danger.” This emotion does not stay with us alone, it radiates into the room, too.

In the latter situation, if someone should have noticed what was going on in the room, and should have used their personal power to co-create a healthier and more productive environment. That would have made such a big difference! Regardless of our positions and our ranks, we all have that capacity, that personal power – so the next time you feel that the chemistry in the room is changing take action! How?

Judith E. Glaser, creator and owner of the Conversational Intelligence® framework and brand, developed – among many other models tools and conversational rituals – a seven-step model called C.H.A.N.G.E.S. This model helps promote the concept of the “healthy and thriving organization” by empowering individuals to use their personal power to move from an I-centric to a WE-centric work environment by up- and down-regulating certain behaviour.]

Sources:

- <http://www.aoec.com/about/executive-board/>
- <http://stephenporges.com/images/nexus.pdf>
- <http://www.creatingwe.com>
- <http://www.creatingwe.com/benchmark/conversational-intelligence>

Nik Beeson



Trust & Power: from “who do you trust?” to “how do you trust yourself?”

The relationship of trust and power is complicated. We all so deeply desire to be able to fully trust someone, something, some people. But, unfortunately, it's precisely where our desires are greatest, our needs most unmet, that we are vulnerable to manipulation and, in fact, become manipulative ourselves. 'Trust' can be a lever worked by con artists for 'power'. Ultimately, it's only by learning to trust ourselves that we can become fully capable of discerning not just who to trust, but how much to trust.

We feel the need to be able to 'trust' the people we work or collaborate with to feel safe, grow, learn and succeed. One presentation at Berlin Change Days 2017, with the theme 'Power & Trust', offered eight 'pillars of trust':

- Honesty
- Reliability
- Transparency
- Clarity
- Credibility
- Fairness
- Keeping Promises
- Respect

But the relationship of trust to power is complicated.

In 2017 a majority of citizens of the USA entrusted Donald Trump - a man who consistently and audaciously defies all eight pillars of trust - to rule their country, still the most powerful nation on earth. He was elected not because he is honest, reliable, transparent, clear, credible, fair, keeps promises and is respectful, but because he told people what they want to believe, and confirmed what they already believed and promised them what they want to have:

- that they're losing because the system's rigged and everyone else is cheating;
- that the outside world is full of dangerous enemies;
- that he can make America safe again;
- that he can make America great again.



Nik Beeson is a Change Consultant, Coach, & director of Curiosity Culture, focused on curiosity, disruption & resilience. He learned about transformation through 20+ years in Digital Communications, studies in Theology & Addiction, in palliative care & as a hospital chaplain.

Every con artist knows that the more you desire something - whether it's methamphetamine or a pipe dream - the less you need the eight pillars of trust to believe in someone or something. The four balls that a con artist juggles are a knowledge of your desire/fear (desire and fear are flip sides of the same coin), a knowledge of the urgency of that desire/fear, an ability to win your trust, and a willingness to exploit you. Catholic confessionals, Facebook, and the rollout of China's Social Credit System all have one thing in common: people will trade their trust for enough of what will quell their fears and stoke their hopes. We're willing to buy entrance into the Kingdom of God, social connection, or public status by entrusting our personal data on our relationships, our networks, our purchases, our locations, our ideas, our questions, our convictions, our addictions, our perversions, our sorrows, our hopes and our dreams. From priests and gurus flogging heaven and enlightenment, to slick salespeople selling the cure-all pill. To politicians from the Kremlin to Capitol Hill, to get-rich-quick schemers, to weight loss dreamers to leadership beamers; there's people who know how to play our vulnerabilities by offering a quick fix for the discomfort that lies there.

This prey of power on trust is nothing new. We can all be predatory, and we can all be vulnerable; we are all, after all, deeply and blessedly human. As Julie Diamond writes in *How to Build Trust: Break It First*, "No one is ever fully trustworthy... being fully trustworthy is not possible... There are a million reasons why, in any given moment, our behavior undermines our trustworthiness." So the question 'Who do you trust?' is really not that useful. You can trust anyone at least a little, and you can trust no one absolutely. A more useful question is 'How do you trust?'

Adame Kahane has been called in to set up collaborations in conflict zones from apartheid South Africa to the civil and drug wars of Colombia. His new book, entitled 'Collaborating With the Enemy: How to Work with People You Don't Agree with or Like or Trust', is dedicated "To my enemies and teachers." Kahane argues that the rules of conventional collaboration - harmonious communication, shared goals, common purpose, trust - no longer apply in a VUCA world. He proposes

'Stretch Collaboration' for situations where participants not only disagree on what the solution is but even on what the problem is. In these situations increased connection also increases the possibility for increased conflict. "When we are in complex, uncontrolled situations, where our perspectives and interests are at odds, we need to search out and work with our conflicts as well as our connections. We need to fight as well as talk." By stretching beyond the assumptions of conventional collaboration Kahane has seen participants collaborate "without having a single focus or goal... without having a single vision or road map... without being able to change what others were doing." Kahane has seen Stretch Collaboration succeed in situations in which there is no trust.

Trust is beautiful; the tether of all relationships, it's a fundamental human need to trust and be trusted. For this very reason trust also becomes a lever for power. We trust too much, and become untrustworthy ourselves, precisely where we have urgent and unmet needs, holes that need to be filled. We need someone or something to fulfill the part of ourselves that we can't fulfill ourselves, and this can make us vulnerable and manipulative. The response to the question of 'how do you trust?' can only be 'how do you trust yourself?'. We learn to trust ourselves by soldiering into the swamplands of our 'beautiful need' and for this transformative journey we need to be as courageous as warriors. And 'Courage' is, after all, the theme for next years' Berlin Change Days!]

Marc Van de Velde

Finding and Changing your Power Trust Balance

How often are we pulled into situations where we find ourselves taking sides in an unwinnable Tug of War? The more we debate the issues from our own paradigm the more entrenched we become. As each side's position becomes entrenched, both sides exercise their power to block the others as mutual trust declines. We end up in polarised positions which are difficult to resolve with nobody wanting to be seen to be the first to concede. Our trust in others has declined to the point where we feel the only option is to take back control. Breaking that dynamic and encouraging trust building requires a different approach.

Loss of Trust can happen for many reasons which leads to those with power taking back control and reducing the empowerment given to others. Those disempowered will respond in kind and a destructive circle of action and reaction follows. To break this circle dialogue needs to reset the dynamic to allow the initial steps of trust building to commence. Trying to resolve such differences requires an approach where we stand back and re-set the failing dynamic.

When the dynamic can be changed, to one where all viewpoints are heard and treated with respect, understanding and a basic level of trust will grow. This will move those involved closer to resolving the impasse. Enabling those first steps are key to breaking the negative dynamic. A recent example of an initiative to bring together a polarised community was the effort made by the citizens and police in Charleston, SC. This

followed the shootings of nine African Americans at the Emanuel AME Church. Relations between police and the community in the East Side of Charleston were very poor.

However both sides agreed to work together for the benefit of the whole community by building a better understanding of each other leading to improved mutual trust. As trust was built both sides started to release their control and empowered each other to work towards improvements they wished for the whole community.

Taking those first important steps

For many of us taking those initial steps can be a challenge. No one likes to be seen to lose face. Breaking this dynamic from scratch in a group forum can be an uphill struggle. However spending time establishing new ground rules and gaining an understanding of where

Denis Kelly



the differing factions agree can form the basis for future collaboration. Let's be clear where we agree first.

At the heart of the approach is building an environment of collaboration and co-creation as a means for conflicting parties to safely explore a better way of working together before getting into the detail of the conflict. One useful tool to help with improving mutual understanding is the Power and Empowerment Continuum (PEC) which is designed to measure the balance between centralised Power and Empowerment achieved through delegation and trust. The balance is assessed using ten question which cover the following criteria:

- Leadership Style
- Expectation of People
- Decision Making Style
- Basis of Delegation
- Performance
- Success

Each of the questions is scored on a scale which indicates the degree to which power is centralised or delegated to empower.

The PEC score = (Total of A scores – Total of B scores) which indicates the balance position on the continuum for the scoring of an individual. This position indicates the perceived balance between powered and empowered behaviours in the organisation see Fig 1. By plotting the scores of all the individuals in a team or business area, using a red star, a range of differing views will become evident. This is the range of variation of individual perceptions of the balance. An important next step is to share this information and through open forums or workshops explore the reasons for the variability or consistency. We can also undertake more detailed analysis if we collect the individual question scores, collate them and identify which questions contribute to most variation.

If the tool is used for a change initiative individuals are asked to score for their *As Is state* and for their desired *To Be state*. This will identify:

- The scale of change required to achieve the desired new state.
- The level of agreement on the *As Is state*
- The level of agreement on the *To Be state*

If the difference in scores between the *As Is and To Be* is 20 or higher then the scale of change is most likely transformational and will require a shift in the organisations culture.

As before further analysis of individual question scores for both *As Is and To Be* states will help to gain an understanding of the areas of agreement and difference. The outcome of this analysis provides a good starting point for further collaboration and exploration of the planned change.

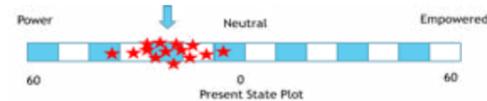


Fig 1 PEC Continuum Plot

Lessons Learned from Practice:

Using this methodology to collect information in a consistent and easily comparable format did create the desired environment of collaboration and co-creation. It allows individuals with differing perspectives to safely explore each others views, to identify points of agreement and points of difference. A number of valuable lessons have been learned from client engagements.

Before starting such an exercise:

- Make sure an appropriate context is explained to those submitting scores – why is it being done
- Explain that the primary focus is providing good quality data to support a structured discussion of the issues
- It is important that all views are treated with respect; Difference should be encouraged to emerge, be heard, explored and understood
- Be up - front about who will have access to individual scores
- Ensure all those completing the questions understand that this is an indicator only and not an exact measure

Insights gained from using a methodology such as this one:

- Using the structured questioning provides a consistent and more focused data gathering method than brainstorming – far less risk of red herrings or off topic drift occurring
- The single view of the points of agreement, difference and degree of difference provides a base for reflection and more measured responses than an open forum or brainstorming approaches
- Groups begin to see how much they have in common as well as how they differ where previously they had focused on their differences alone
- It provides an easy way to get everyone's views on the table at the start of a process of change
- The reason for differences in many cases was due to misunderstanding of the other's intentions rather than real differences in substance.
- Details of significant differences emerge easily when the differences were explored by all together knowing where they agree and where the difference is small. Focus is placed on the few big issues
- By identifying the differences between the current and future state it was easier to assess the scale of change needed – quite often it was larger than expected
- Changes can be tailored back to more manageable chunks and delivered in phases than one big bang
- Interdependencies between elements of a change were more easily identified
- Resolution was far more collaborative and agreement reached more easily with fewer "red herrings".]



Denis Kelly has over 20 years of experience on change initiatives. He has specialised in Organisation Design, Organisation Development and Enterprise Change. He is also a qualified Project Manager, Coach and NLP Practitioner.



Marc van de Velde's core business is supporting clients through change initiatives. He is trained in the areas of NLP, organisation development, coaching and change management. He is an experienced change manager, coach, programme manager and project manager.



Eeva-Liisa Vihinen

Empowering Photography

How is trust built up and what has this to do with the concept of power? One way of exploring and shifting the power issues in professional helping work in its different forms is the method of Empowering Photography.

The core of this method is not about technique but about the loving and appreciative way of looking. With the acceptant and loving look through the camera lens we can give voice and power to those who have been lacking it. Empowering Photography follows these principles:

- I declare: the helper helps through one's devotion and the relationship with the other. The helper is not the one who knows better but the one who is to expose oneself to the process which happens in the relationship. It means surrendering and taking off the harness, giving up the power of knowing.

Power of looking and being looked at

- Power issues show up in every encounter we have with other people.
- We can use our way of looking at each other in either oppressing, or accepting and appreciating.
- Choosing an appreciative look enables trust to emerge. We all want to be looked at and seen acceptingly and lovingly – that makes us want to give our best.

Radical switch: serving through surrender

- We are widely used to thinking that a professional, be it social worker, nurse, doctor, teacher, consultant or whoever wants to help, should keep one's professional harness on in order to defend one's ability to help and make change happen effectively.

Goodness, truth, beauty

- In order to make trust emerge in relationships, either between a few people or in a culture, goodness comes first. Trust craves for good will, wishing for every thing going well.
- Goodness makes us search for truths, not the only one we've known. Without genuine searching for truth there can be no trust.
- Beauty comes up in sensing and being present in every moment we are working.

Empowering the oppressed and feeble

- Only through dialogue can oppressing structures in society and between individuals be broken.
- It takes courage to unleash the restrictive paradigms which deny voice and power

from those who have been objects to helping and educating. It is also necessary in order to bring about change.

Taking the risk of trusting

- Giving up suspicions which are known to save us from the pain of disappointment can be quite frightening. Trusting means not holding back in order to save one's guts.
- Power tends to build up structures and orders, they make us feel safe. Power is often given away to gain safety. So, freedom of the institutionalised signs of power invites us to take the risk of getting lost, not knowing, finding something too confusing. Eventually, what is trusting other than taking the risk of getting betrayed?]

More of the basic method: <http://www.voimaut-tavavalokuva.net/english/menetelma.htm>



Eeva-Liisa Vihinen works as an organisation consultant, coach and partner in Humap Ltd. She has 16 years of experience in developing a wide range of organisations in challenging change processes, co-creative developing processes and helping communities to learn continuously to prosper. Eeva-Liisa uses versatile art based approaches in her work one of which is empowering photography that she's been studying in the Aalto University.

Jouke Kruijer



Sylvia Rohde-Liebenau



Leveraging the Art of Human Interaction to Foster Constructive Work Relations

The Power of art at Work

Organizations have an inner world of values, emotions, fears and desires. This most human, and often unconscious or hidden, world is an important part of organizational life.

Art is addressing this world by its very nature. Our assumption is that art – in its many different forms – can draw out this inner world in organizational life. Art can inspire people to change their behaviour, get more deeply in touch with what moves and motivates them, and it can give fresh, vital energy to an organizational culture that has become stagnant.

Our workshop show-cased our work of this kind at the European Investment Bank. In small group work, participants co-created five vital, artistic experiments that expressed organization specific themes (loneliness, disconnect and inclusion) from their own experience in the context of change. Do try this at home!

Angst, Art and Action.

Change creates anxiety.¹ Having to choose between: do I love or hate this; is it better to go with the new or stay with the familiar; is this helpful or dangerous?' All this causes angst. The typical response from people – be they managers, employees or consultants – is to push down or control these emotions. Yet this reflex often makes things worse. Resistance to change is fed by the very measures that are intended to fight it: by trying to keep things “rational”, emotions come into play in repressed, and often destructive ways.

Art can leverage this angst, creatively. Art manifests itself in dream and fears, symbols and metaphors. In this way it has the potential to transcend the rational and provide us with a language that embodies our deep values and intentions rather than merely our opinions and acquired beliefs. A language that calls upon our humanity, creativity and our sense of community and can open up the field for innovation, dialogue and empowerment.

Eye to Eye

In October 2017 The European Investment Bank’s Personnel Directorate sponsored and empowered a bottom up initiative in which staff from across the organization design a series of art events to bring about connection and dialogue between people in the organization, thus creating small steps towards a shift in the organization’s culture. We kicked off the project by an intervention we called Eye-to-Eye. It was loosely based on Marina Abramovic’s *The Artist is Present* at the Moma (2010), and other similar experiments that have since taken place in open spaces, across the globe. The objective of this intervention was to create connection between people and bring a sense of playfulness – to impact both individ-

¹ *On Learning Groups*, Mark Kiel. The Tavistock Learning Group, Exploration Outside the Traditional Frame. Ed. Clive Hazel and Mark Kiel. London: Karnac, 2017

ual employees and the organisation's culture. In the Atrium, during lunch, everyone in the organisation, managers and staff, were given an opportunity to have a moment of deep connection with one of their colleagues. Pairs formed on yoga mats and stood across from each other in silence. For one long minute they looked in each other's eyes and, in the words of one of the participants, "I felt strangely quiet as someone was entering my soul."

Organizational Culture, Artworld, Affinity Space.

We experimented at the BCD17 with a working model to help organizations create their own art-based interventions.² In the course of 1,5 hours the model resulted in five workable experiments, some rosy cheeks and many smiling faces. These were the steps we used:

Organizational Culture

Task 1: Identify a sticky issue in the culture of the organisation. This could be: disconnect between hierarchies in the organisation, leadership loneliness, bullying, inclusion.

Professional Artworld

Task 2: Check out the professional artworld for inspiration. Scan the arts for expressions that might well connect to the sticky issues. Go for examples to music, photography, ballet, sculpture, poetry, painting, performance art, etc.

Affinity Space

Task 3: Find a 'hook' in the organization to connect the outcomes of the two previous tasks. This could be a building, or an artifact, a yearly event, a meeting, a routine, a ritual. Anything that is already there as a carrier for the intervention.

Experiment

Task 4: Design an intervention of an artistic nature dealing with a real sticky issue, hooking it up to one or more of the organization's spaces or artifacts. Define the purpose, process and the expected outcomes of this experiment.

Knowledge links and Organizational learning

First, this intervention is meant to develop knowledge links (K-links). This term describes the capacity for people in groups to 'comprehend abstractly and think symbolically' (Kiel, 2017). Second, the intervention is ideally to be connected to OD frameworks that are operational in the organization. If a flashmob is organized in the canteen of a school to embody inclusion, this intervention would be more embedded if there would be a learning program in place to develop behaviour around the issue of inclusion.

In conclusion

Power and Trust during the BCD 2017 were discussed in terms of rudeness and bullying, bias and discrimination, cliques and gossip, silos and self-interest. Our contribution focused on art and other ways of knowing. We tried to show that experimentation with examples from the professional artworld can spark off inspiring conversations to freshen up organizational culture and organizational change]

Sources:

On Learning Groups, Mark Kiel. The Tavistock Learning Group, Exploration Outside the Traditional Frame. Ed. Clive Hazel and Mark Kiel. London: Karnac, 2017

The working model is based on Emiel Heijnen, Remix your Art Curriculum, How Contemporary Visual Practices Inspire Authentic Art Education, 2015. Nijmegen: Radboud University, 2015

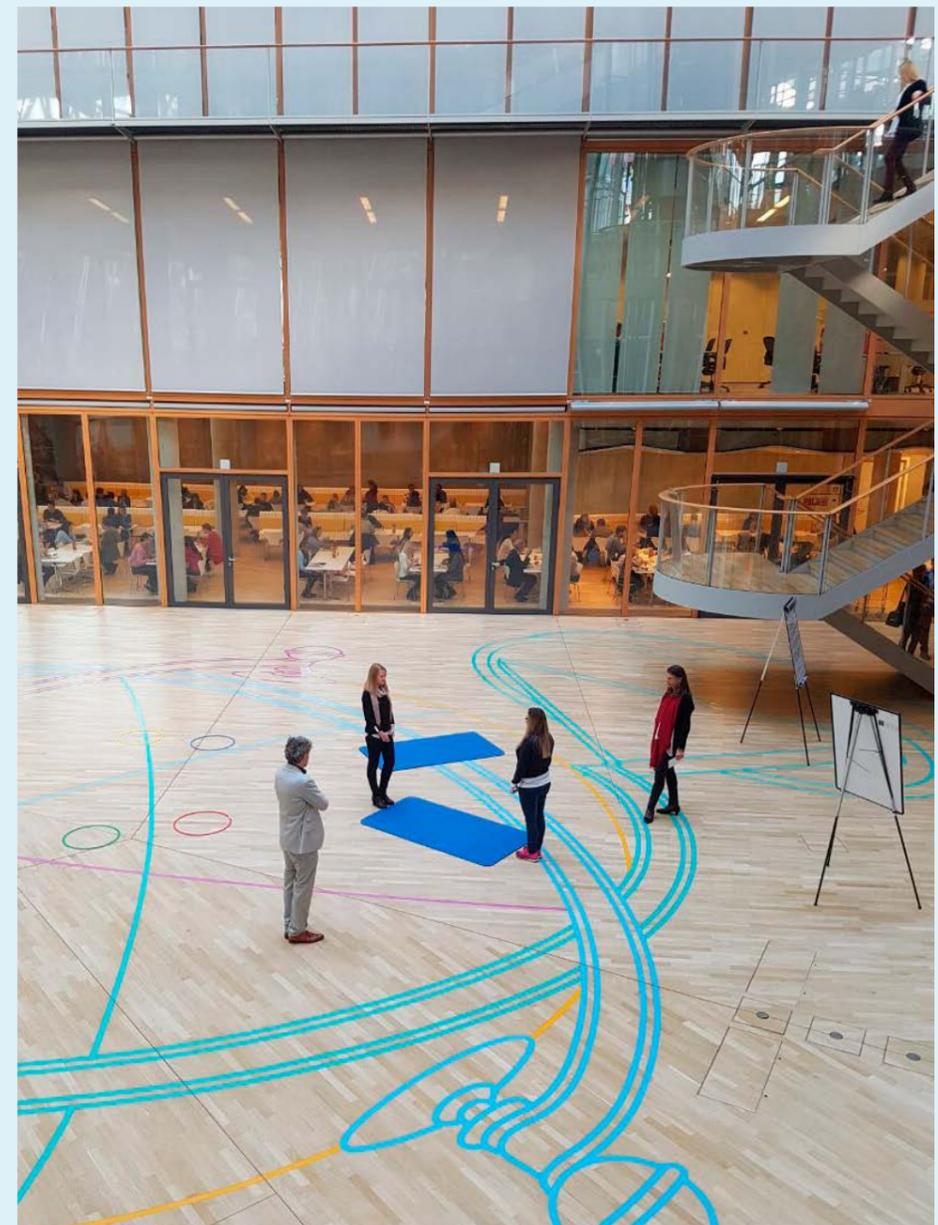
² The working model is based on Emiel Heijnen, *Remix your Art Curriculum, How Contemporary Visual Practices Inspire Authentic Art Education*, 2015. Nijmegen: Radboud University, 2015



Jouke Kruijer works as a hybrid professional. He is an executive coach/consultant specialized in self-organization. He is also a painter and incorporates art in his transformative designs. jouke@berckleysquare.nl www.joukekruijer.nl



Sylvia Rohde-Liebenau is a coach and leadership development expert and a pioneer in building vibrant organizations and leadership that are connected to their purpose, and act with clarity, creativity and impact. Since 2003 she is a senior HR professional and coach within the European Investment Bank.



Sandeep Aujla



The power play in change

Reduce resistance and create buy-in

Do you want people to buy into your proposed changes? Then pay special attention to the power dynamics at play. People inherit power from their job titles, roles, scopes of practice, expertise, and their networks. Carefully assess how your change initiative may threaten the power they hold today or in the future. Use those insights to reduce resistance and create buy-in.

Whether you're leading an organizational change or helping support it, one of the key contributors of why someone buys into your change is if they buy into you.

You may say to me, "Of course they buy into me. I have an impeccable record of past performance and have made several profound contributions in my current role." However, irrespective of your past performance and your past contributions, you can expect resistance if you're not meeting three important considerations around power and politics.

Let me ask you this:

Are you proposing a change agenda that somehow threatens someone else's agenda? Perhaps what you're proposing is going to result in a new way of working that actually may create turf wars. Or, let's say there is no conflict of agenda but somehow you are becoming successful, or your change is becoming successful, and is going to position you in a powerful position and this may threaten someone else's position. Or last, are you trying to enlist other stakeholders for your change initiative? Yet you are the only one who's going to get credit if the change is successful.



Sandeep Aujla is an Organizational Psychology Practitioner serving as a change strategist and speaker. She teaches her change management framework as part of corporate and executive education programs.

If you answered yes to any of the questions above, you can expect resistance that is not so much about buying into who you are today but the resistance to who you will become if your change is successful.

As a change manager, power and politics is an important consideration that you make, whether you are supporting a change at a project, program, or enterprise level.

I invite you to reflect on the power dynamics that may be disturbed or threatened by the changes you are proposing.

When meeting the change sponsors and the stakeholders whose buy-in is critical to the timely and optimal adoption of change, ask them one key question: What will you *personally* gain from the successful execution of this change initiative?

This seemingly simple question has the power to uncover personal gains resulting from proposed changes. That insight not only creates humility but offers the gateway into recognizing everyone else who may get positioned to lose some or all of their perceived power.

The best way to implement the question is through a few repeated trials. Often the first time that I pose this question, the sponsor and other stakeholders often respond by listing all the benefits to the organization. I keep asking the same question with an emphasis on what they specifically will gain personally.

After the change sponsor articulates the personal gains that he/she stands to make, I follow-up by asking, "who, in the organization, may not want you to make those personal gains? And what will they lose as a result of the success of your proposed change initiative?"

This two-step process helps identify the stakeholders that should be engaged during the early phases of change planning. It also reveals some of the key sources of resistance that need to be mitigated through an authentic socialization process.

This becomes an effective place to start socializing the changes you want to introduce. It also enables you to create buy-in by focusing on accurately understanding what motivates and demotivates people and using that information to create an integrative solution that meets the needs of all key stakeholders.

A thoughtful inclusion of exploring the power dynamics can become a potent differentiator for the successful adoption of your proposed changes.]





Esther Barfoot

Eroding the power from within: activist communication

The principles of activist communication

Between 2013 and 2016 the Dutch police formed a movement to reclaim their own profession, judgement and space to do their work properly - in a hierarchy growing fiercely by the day. This movement of 'emancipating professionals' naturally wanted to spread the word and communicate with people in and outside the movement. It called for a different kind of communication from the classic, top down corporate communication. We called it 'activist communication'. In this article, I will go deeper into activist communication and the driving principles. Also, I will describe what the activist communication at the Dutch police looked like at that time.

There is a big difference between the emancipation of professionals reclaiming their profession, and change as it takes place in a classic reorganisation. In a reorganisation, such as the one of the Dutch National Police that took place mostly between 2013 and 2015, everything is designed on a drawing table and carefully thought through and planned, in a spirit of fearing that otherwise it might not happen as intended. The irony is that because of that it often *doesn't happen* that way. The change has been thought out in theory, on paper, and more often than not by people who work far away from the reality of policing, nursing, teaching or whatever. And not by the professionals who work in that reality every day. So, in many reorganisations, real life gets in the way. That is one of the reasons why the reorganisation of the Dutch National Police has been so troublesome.

With the emancipation of the professional, change is already there. The will to change is in the people. It's a spontaneous process. We call this 'emergent'. What needs to happen, happens. You can't force it. Emancipating is what you do when you're ready for it. It is therefore a *slow* process.

Kissing the future awake

Being part of the police movement, we discovered that this slow emancipation needs another communication. A different style, a different approach and different methods. We started calling it 'activist communication' and it does the following:

- It stands amongst and is co-created with the innovators and change agents;
- It harvests stories from the undercurrent (the rebels, the innovators, the change agents; basically, everybody with an edgy paradigm);
- It gives words to new concepts;
- It spreads valuable ideas;
- It keeps the dialogue alive...

With the goal to kiss the future awake. In short, change is: changing the conversation.

What wants to happen

But what else differentiates activist communication from the classical internal and external communication? Here are eight driving principles:

1. Activist communication focuses on what wants to happen, instead of what must happen. It is oriented toward stimulating change, not forcing it.
2. It is not an omniscient communication, that preaches vision, mission and company values, and has all the answers. But a communication that wants to discover the future together with the participants. Because we don't have all the answers.
3. That means activist communication doesn't act from within command and control or corporate communication, but it stands amongst the curious, the innovators and the change agents.
4. It is therefore the communication of the undercurrent, not of the mainstream.
5. It is communication from the consciousness that everybody makes their own personal journey, but in good company.
6. Thinking and doing. There is no separation between thinkers and doers. Everybody does the thinking, everybody does the doing.
7. Activist communication speaks to intu-

ition. Rationally, we may be aware we need to make a change. But, getting into action is apparently something completely different. It seems like we have to speak to another part of the brain. Activist communication therefore makes use of a great diversity of work forms and (artistic) concepts.

8. It is a communication that experiments freely and eagerly.

What did this look like at the police?

1. A bigger role for the participants

From the start, the participants in the programme played an important role in the communication. Not only the stories we harvested about them; about their insights and ideas, but they often also wrote their own stories, made their own photos and videos. During the events of the programme, we invited participants to make their own catchy activist posters. We had two street artists with us, to help the participants give their posters that extra style and oomph.

2. It needs to have impact, so the experience is important

We bought old cigarette vending machines and asked one of the street artists to make them into story machines. We filled the machines with little packets containing stories and posters. The packets were handmade in brown paper, sprayed by the street artist and turned out to be real must-haves. Police men and women eagerly pulling them from the machines; for themselves and to pass on to colleagues. Colleagues hung the posters around their desk, or more anonymously around the coffee corner or on the notice board.

3. Definitely not police identity

A memorable moment after the first poster workshop was when we spread out our posters on the floor and instantly realised that we had found our own design and image style. The colourful posters matched the stories of our participants so well! A designer then developed a fresh and activist graphic design that matched our rebellious voice. A design with a black and white base that referred to the stencilled punk images of the 70's and framed our colourful posters.



Discovering alternative futures. And helping them along. That is what drives 'communication activist' Esther Barfoot. She has developed the communication for, among others, an empowerment movement within the Dutch National Police.

4. Crossmedial

Meanwhile the police professionals in our movement wanted a public website to show the world what they were doing. We developed an online translation of our activist communication, with many pictures of our activist posters, photos and videos of our events and personal stories in text and video, stories about our philosophy and great quotes.

5. Guerrilla-actions

Meanwhile, we had so much material, and we noticed the story machines had their impact. To build on this impact we started guerrilla communication to spread the word. We popped up at various places in the police stations and offices. Suddenly, in the morning, a high wall in an office would be covered in posters, or a pop-up kiosk with the story machines would turn up in the canteen for lunch, during a briefing or on a team day with a team of participants from the movement to tell their colleagues about it.

6. Stories continue to be the base

And always, we continued to do interviews, make videos and collect stories. Also, we continued to coach the participants in writing their own story. Because stories remained the base. They remained the vehicle to spread the ideas and philosophy of the programme.

While we were experimenting at the Dutch police we discovered: activist communication really *is a thing*. The activist style conveyed to the police people had a fresh message. The poster workshops, story machines and guerrilla actions were a funky and fun way to communicate. It spoke to them; made the message more 'contagious'. Spontaneously, they started spreading the word and the philosophy of our movement and helped to trigger change. Eroding the power from within.]





Dariusz Wylon

Two Remedies for VUCA challenges

Innovative management techniques for embracing the change and dealing with VUCA

Running a company within a VUCA World requires the shift from defending against change to seeking change and embracing it. In the last couple of years at Selleo we applied various concepts to support responsiveness and success in today's fluid business environment. Now I can share some management techniques for building teams who are collaborative, innovative, creative and productive. Teams in which people are enthusiastic and possess a sense of "psychological ownership" of their jobs.

Running a business within an environment of constant volatility, uncertainty, complexity, and ambiguity ("VUCA World") requires finding an adaptive path through these winding roads. As leaders look for the most beneficial solutions to guide their organizations, they should shift from defending against change to seeking change and embracing it. Selleo is an outsourcing software development company from Poland. We serve global clients delivering custom web and mobile solutions. Operating in the IT industry, we have to deal with both business and technology changes which make our work even more challenging.

We have a flat structure with no managers or big bosses. The structure rests on self-initiative and drive, collaboration, helpfulness and a lot of mutual trust. In his book "The Light and Fast Organisation - A New Way of Dealing with Uncertainty," Patrick Hollingworth writes about creating a "community



Dariusz Wylon is a facilitator & coach who fosters change and supports clients across industries. He is a CCO at Selleo - a software outsourcing company in Poland, and a Management 3.0 facilitator

of human beings” in which people come before profit. In Selleo we exist to provide a challenging and beneficial place for the community of engaged co-workers committed to personal and professional growth. Our permission-to-play values such as honesty, integrity, respect, and reliability constitute the first remedy for VUCA - trust.

To demonstrate trust, we continuously show faith in our colleagues. If you trust people, they usually trust you in return. When it disappears, interactions break down. But trust doesn't just happen. It requires active initiation. Flat organizational structure crafts a workplace where trust and collaboration become increasingly crucial to an organization's functioning.

In Selleo each of us selects a role or several roles within which we are ready and able to deliver quality service and decent results. We use fluid selection and re-arrangement of roles based on peer agreement to distribute tasks, duties, and responsibilities. Every individual operates in a portfolio of functions, which may change dynamically in time. The roles people undertake to perform, in particular, help to orient their co-workers in their aspirations, competencies, and contributions as well as their peer's expectations towards them.

We work on and towards shifting the decision-making power towards the people who are the closest to the clients. The people doing the core work occupy the best position from which to understand our customers and meet their unique needs with the services delivered. With such assumptions in mind, I feel shifting decision making to the client-serving teams can be applied with the second remedy for VUCA - empowerment. When you empower people to make decisions, you bring out their fullest potential.

The reasonably high level of delegation requires transparency and extensive information sharing to support the decentralized structure and decision making. Leaders should also be willing to relinquish the wish for dominance and control. On the other hand, team members should be eager to claim authority, accountability, and ownership together with an ability to take risks - to succeed as well as to fail. Facing VUCA, a disengaged worker who doesn't understand

company decisions or is not interested in an ownership of a project tends to ignore change and avoid seeking solutions.

In the past, leaders had to deal with uncertainties on their own. With our participative approach, which is based on Management 3.0 delegation levels and boards, most of the client related decisions are made by self-organizing service delivery teams preferably without the involvement of the Leadership Team (still some of the decisions are supported by the LT or made jointly by an LT member and teams). This decision-making model goes very well together with some such leadership concepts as co-active leadership, leading by example, servant leadership, and stewardship.

The contemporary business environment often manifests “adaptive challenges” – game-changing dilemmas that prove tricky to figure out and challenging to solve. To address the VUCA world leaders seek out newer and fresher ideas to tackle the change, but for me, the most important ingredients are trust and empowerment. Each time we decide to transform our business or master the uncertainty and become “agile”, it's necessary to think about our unique context.

Companies can find various ways for cultivating a culture of trust and establishing working conditions for empowerment. High-trust organizations tend to be collaborative, innovative, creative and productive. Empowerment links people together, builds their enthusiasm and provides a sense of “psychological ownership” of their jobs.]





Yannis Angelis

The trust factor in the courageous art of juggling

A continuous attempt to bring a kind of stability to chaos.

The more uncertainty we experience in our everyday lives the more we may lose our self-confidence and trust that we can make it in this world. Juggling is not so difficult as it appears to be. It increases our self-confidence, and then we feel more trustful and appear out more trustworthy to others. As we interact juggling together with others, we may find answers to questions such as: Would you trust my rhythm? Could I trust yours? Would you trust me to be your weak hand and juggle together? Would you still trust me if I fail and get ridiculed? Could we still learn together after that?

This year, I was invited to Berlin Change Days to offer a workshop related to trust. I came up with a challenging proposal about how juggling can create a safe environment for trust to blossom and for people to experiment with the powerful but difficult act of letting go. At the same time I wanted participants to experience how to simplify complexity, starting by doing that by using their own hands. So my goal, for anyone who joined, was to teach them how to juggle 3 balls in 45 minutes. Quite challenging if you consider that juggling is an activity that at the moment you start learning it, you fail every 5 seconds, which means that you may easily give up!

Coming back to my workshop, something very touching happened for me at that day and I would like to share it with you. Before the workshop took place, I was invited to



Yannis Angelis is a Coach, Facilitator, Learning Consultant and a Narrative Futurist. He works with stories and inspires people to learn. Moreover, he makes them feel happy about the way they learn.

explain it to all participants in a short time introduction. This would help them to choose among 8 workshops taking place at the same time.

Marc is one of the Berlin Change Days participants for many years now and he has contributed a lot to this conference with his ideas and support. Marc had a terrible accident in his life quite some time ago and since then he lives having only one arm. I felt quite awkward when I presented my workshop to the audience. I was thinking of him because I didn't want to exclude anybody from participating.

The design of my workshop includes a challenge where participants are asked to juggle together in pairs. The idea behind is this question: Do you trust me to be your weak hand and juggle together? So I decided to personally invite Marc to join my workshop, thinking that at least he could try the "pair juggling" exercise after learning to juggle two balls with his one and only hand. To be honest, I didn't expect him to come as there were so many attractive workshop proposals taking place at the same time that he could follow, instead of joining mine.

I was very much touched when I entered the room and he was already there. I admired his courage and that he trusted me, so I adjusted my workshop and gave him the opportunity to feel included and to learn. Everything was going nicely with the group's learning process, we had a lot of fun with our failures, all participants were amazed and happy about their progress as we were approaching the end of the workshop. Then, at one moment, I asked Marc if he trusted me to be a pair and juggle together. At least to try and juggle successfully all three balls at one time without any falling. He could "be" my weak hand and I could "be" his missing one. He accepted it.

1st try not good. 2nd one, Marc was good but I screwed up! 3rd attempt much better. 4th andWe did it! YES, we did it. And we started shouting and jumping like small kids. We have been both very much touched by what happened and since that moment very deeply connected. And it was a strong emotional moment for everyone who was present in that room.

We live in a crazy world, where race, gender, border-walls, ideologies, etc seem

to become dominant divides in our society. Additionally, "excluding" people due to fear or prejudice seem to become the norm. However, this story with Marc gives me a lot of strength and confidence. It also tells me that my life is moving towards the right direction of creating a greater good for this world. And it starts by trusting myself and others to do it.]



Sari Stenfors



You have heard of Bitcoin, and it seems like digital currency would be a big change in our world. However, the most impactful part of Bitcoin is the blockchain technology it runs on. Blockchain is a very powerful technology. Technologies usually just amplify the existing power structures of our society. Blockchain is special, because it also holds the ability to democratize our world. Just like the printing press. However, it will not do that unless we consciously choose the appropriate blockchain governance models for a more just world. One way or other, blockchain will change your powers and your abilities to take part in society.

Blockchains, Trust, and Power: Governance Models of the Future

How distributed code-based technologies transform the ways in which people interact, and are governed.

Programmed Trust

Blockchain is basically a new database architecture design. It is a little bit like a collaborative Google spreadsheet, where everybody can make changes, and all the participants can see the updates. Particular to this spreadsheet is that all updates are final, and cannot be tampered with. A record on the blockchain cannot be changed. It is immutable, and this creates trust between the different entities that have interest in the recorded data.

No third parties to ensure that records are correct are needed. Money and time is saved, and third parties become unnecessary. An example of a third party is a bank. You take your savings to a bank, and somebody then takes a loan from that same bank. They get your money, and the bank oversees that the terms of the loan will be observed. The bank takes a cut from providing you the service of being a third party. Blockchain has the potential to enable direct transactions between unknown parties. The disruption of business models will also reallocate power. Power and resource savings will be distributed among those who have rights and access to the blockchain.

The Power of Blockchain

Blockchain is a data technology, and thus, will touch all different industries. We live in the data driven era. The most important businesses, such as Google and Amazon, are about data. Blockchain will change the way our societies are governed and how business opportunities are distributed. Blockchains and blockchain-like distributed ledger technologies are becoming more commonplace and are important building blocks of our future. When they are combined with Artificial Intelligence (AI), (Augmented/Virtual Reality (AR/VR), Internet of Things (IoT), robotics or 3D printing, they provide completely new ways to set up the societies we live in. They hold the potential to disrupt not only the Internet, but the way our societies are governed, and what we know of as the current way of doing business. The impacts could be vast. Blockchain technologies are already being applied to the fields of finance, government, IoT, energy, accounting, logistics, insurance, healthcare, education, record keeping and governance. It is even piloted to help us with battling the environmental challenges.

Importance of Trust in the Digital Era

Trust is the building block of any transaction and our society is based on transactions. If there were no trust, we would not dare to make any transactions. To ensure trust, we have traditionally done business with people

and businesses who we were familiar with, or if that was not possible, we used third parties to ensure trust.

In a data driven society, we would like to find trust fast, at the location of the transaction, and with low cost. Availability of internet and all the different mobile apps have opened up a possibility to engage in transactions with far more people and businesses than the generation before us did. We cannot know all of these new business partners, and if they broke their part of the deal, how would we go after them? It is costly to be cheated, so there is a price for being able to prevent it, i.e. trust. Also, the market for trust has grown as there is more demand for it. Traditionally, for example, banks, agents, referees or custodians have been able to take high fees in exchange for trust. However, the market mechanisms for buying trust as we knew it before, do not serve us anymore. Trust needs to be more readily available and have a lower price point per transaction. There are two new solutions to trust: reputation systems and blockchains.

Governance Models of the Future

In 2008, an unknown author with the pseudonym Satoshi Nakamoto, wrote a whitepaper which described the governance model of the bitcoin blockchain. It detailed a governance structure that enabled a currency without a central authority watching over it. That whitepaper introduced new power structures to the financial world. It showed that blockchains can change business models and governance systems. Potentially, we could do all transactions in peer-to-peer networks, and third parties would not be needed anymore.

Today there are a variety of blockchains with a variety of governance systems. There are also different types of options as to who is allowed access and writing privileges on them. There are public blockchains, federated blockchains, private blockchains, permissioned and permissionless blockchains. Generally, more closed the system is, more focused it is in creating process efficiencies for a defined number of users. For giving more power to the larger community and for creating new business models, the block-



Dr. Sari Stenfors is the Executive Director at Augmented Leadership Institute in San Francisco, California. She is passionate about the future of human societies and how emerging technologies have the potential to change them for the better.

chain governance systems need to be more open and permissionless. Blockchain based identification systems can further enhance novel governance structures by giving the ownership of data to the people who created it. There are numerous ways to enhance and redesign blockchain governance systems to fit better our understanding of fair societies.

Your Future

Blockchains will be part of our lives. It may take even a decade to develop the infrastructure to the point that blockchains will be mainstream. They are over-hyped and many pilots will fail. The beginning will be slower than what we expect. However, they are here to stay. Before long, blockchains will be used in everyday lives and they will dictate how we are governed.

How we create trust and whom we trust, how we exchange value, and how power is distributed will be completely transformed. We are still in the beginning of the blockchain era, and now is a good time to affect the governance of your society. All it takes is to reimagine how we would like trust to function in our society.]



Katarina Veselko

Resentment is keeping us small: to power through forgiveness

Reflections after an open space workshop: Forgiveness, rage and grief in power-abuse and powerlessness

We are all fed up by the people in power not taking care of the people they are supposed to be leading. But what is stopping us from changing what needs to be changed? Our negative bias towards power stems from resentment we feel towards the people who misused their power when we were powerless. To free ourselves and step into our power, the first step is forgiveness. By overcoming the rage and grief and pain of the powerlessness and finally forgiving the powerful and ourselves we can embrace the idea of power as a spiritual practice instead of getting lost in the dualities of the game.

People are sick and tired of being afraid of power structures. Many people feel powerless in the systems we live in, and that brings up a lot of rage and desperation. The only way out of powerlessness to true power is through forgiveness. This makes people angry because they have been hurt and feel justice needs to be served. Consequently it makes people sad because it means nobody will come save them. However, as long as we gain power by taking it away from others, the game continues.

Many of us share a negative bias towards power that often goes unacknowledged, unexamined and undiscussed. It is to be expected – our opinions about power were most often shaped in situations in which we were “on the other end” – powerless. We rely on people in power to take care of us. When

we are in power, it is expected of us to use it to protect others. That is what is truly behind »With great power comes great responsibility« - when we have power, it is our mission to take care of the people we lead. And yet – how can we freely take our power and use it, when so much of what we believe about power is stained by our biases and negative connotations?

A powerful way to free ourselves from that bias is to truly forgive. We need to believe the people who wronged us were doing the very best they could with the resources they had at the time. It's helpful to understand that most misuse of power actually comes from perceived lack of power. When people feel powerless, there is such energy in their powerlessness that it often explodes – it is not only disruptive, but destructive, like untamed electricity from a lightning-bolt. "There is enough energy in my powerlessness to light up the whole of Berlin," somebody said in our open space session. But how can we utilize that energy, when most of what we believe about power is keeping us small?

How can we forgive our parents, our bullies, our teachers, our bosses, our politicians, and even Hitler? This is where it usually ends, right? Every story of forgiveness always comes to a stall at the Hitler argument. However, only if we develop the ability to condemn the acts and yet forgive the people who had done those acts, we might be able to overcome the duality of the power game: the duality of victims and prosecutors, of the powerful and the powerless. We need to let go of the belief that power is finite and it needs to be distributed, and if one gets more, others get less.

The way to forgiveness isn't easy. It often comes through a lot of rage and even more grief. Rage is adaptive as long as there is still something to change. The energy of anger gives us the strength to overcome obstacles and stand our ground. However, often we are revisiting situations in the past that cannot be changed. Grief is the pain of mourning something we have lost or even something we've never had. We need to grieve the fact that our parents and our leaders were not who we had hoped for and needed them to be. They have not cared for us the way they should have when they were entrusted with power. We need to say goodbye to the idea of

"the leader" we had in our minds, of the always understanding caregiver we need when we feel powerless. Only when we give up the hope that someone is coming to our rescue, we can stop playing the victim and use our power to change what needs to be changed and accept what is not under our influence.

There is also some comfort in powerlessness. If I let go of my powerlessness, I need to take responsibility for my own story and write my own endings. It's so much easier to judge others for abusing their power than realizing that we had had power all along to stop the abuse. We are not completely powerless. Which brings us to the second point: We need to forgive ourselves. We need to forgive ourselves for being weak at times, for not taking the matter into our own hands, for staying quiet when we should have spoken up.

The side effect of that process is the paradoxical realization that the ones we thought of as powerful actually felt powerless, that when we thought of ourselves as having no power we actually had power, and thus nobody is truly powerless or more powerful than others. It's not something to give or take, nor something that we can divide and distribute. Power is infinite. We are never completely powerless nor do we have to rise above somebody else to have power. Power is an infinite resource within each human being and between us. This is where power becomes a spiritual practice. The idea that we are all inextricably connected by something greater than us makes power-play obsolete. When we give up the idea of scarcity around power, we can rise strong together and do what needs to be done.

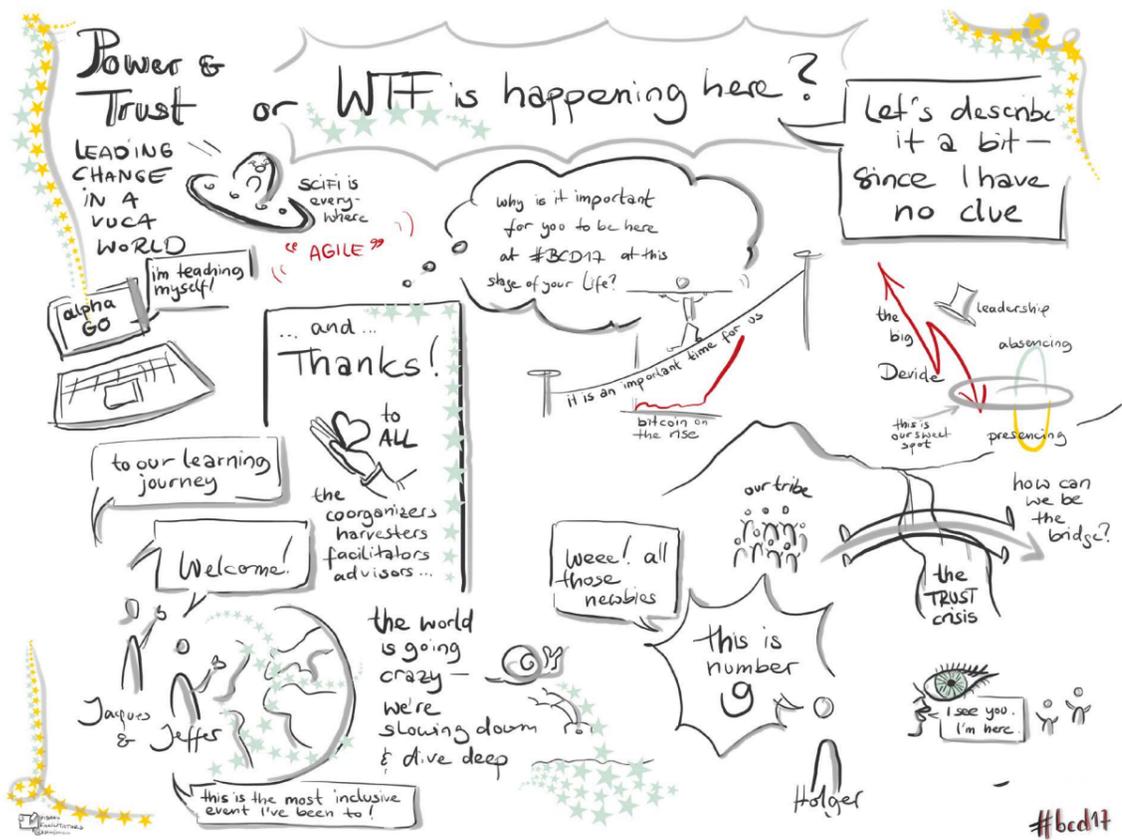
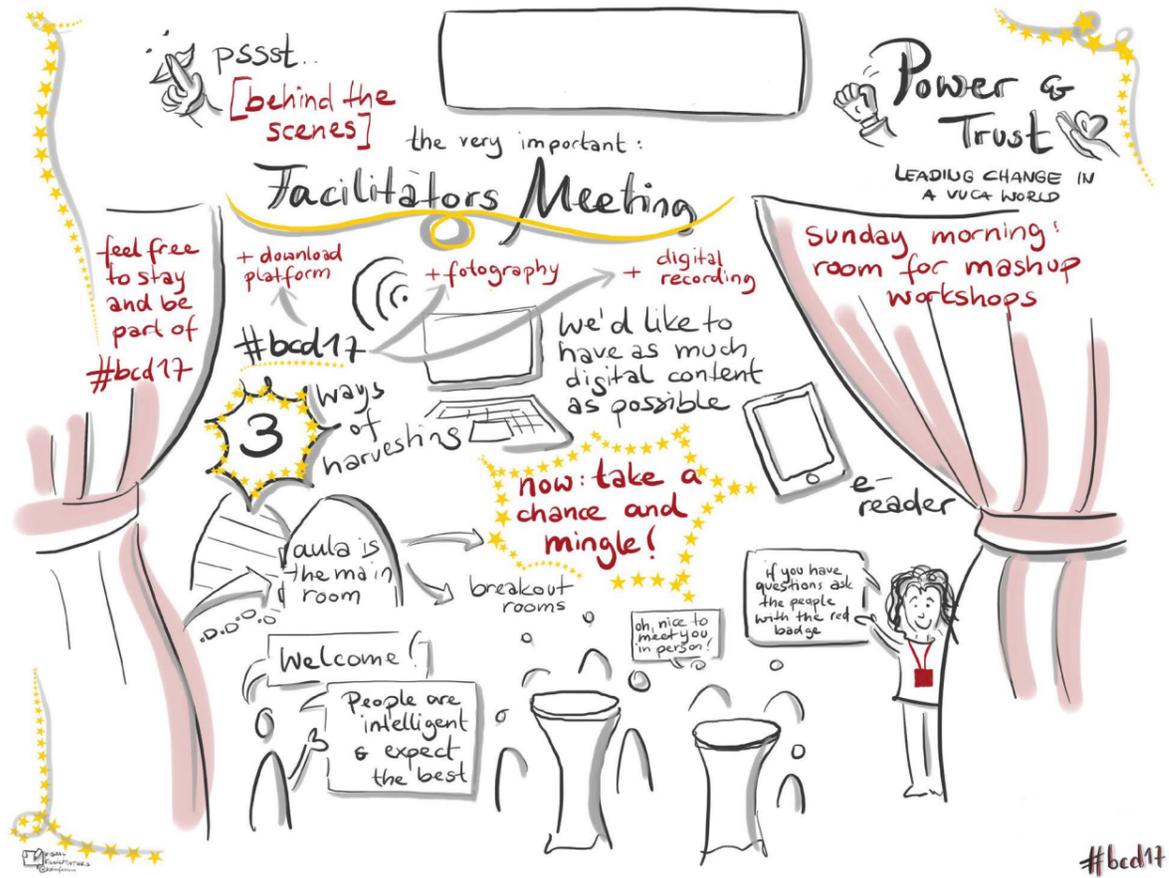
This paradigm shift from power-over to infinite shared power has real and serious consequences. Our leaders have a responsibility to take care of those who work with and for them or their leadership position will be challenged. However, it also means that each and every employee is responsible to do one of the three things: accept (and thus support) what is happening, change what needs to be changed or leave the organization. Taking the liberty to influence the world around us and holding people accountable become necessary daily practice. However, it is incredibly hard to make that shift. We need to be able to forgive each other the mistakes we make in



Katarina Veselko is a psychologist, improviser, trainer, facilitator and a coach in the Slovenian consulting company O. K. Consulting. Her background lies in transactional analysis, neuro-linguistic programming, psychodrama and the Daring Way™.

the process and let each other learn – learn to rise to power for those who have so far stayed small, and learn to use power responsibly and ask for help for those who have taken the leadership roles.

The question remains – how do we let go of what we have always done when we fear the unknown? It's always a leap of faith – and it is going to take us a whole lot of courage to make it. Maybe now more than ever, that is our role as change makers – to be the ones to start being courageous.]



Comments from Platform

“During the conference participants engaged on a social media platform provided by HUMAP Software, Finland <https://www.humapsoftware.com>. Here are some of their comments.

General Quotes

At times we can find a common language this allows that everyone is entitled so to her or his view of the world.

Marc Van de Velde

I believe that changing the way we organize and live with power in organizations is not only a prerequisite for building better and more adaptive organizations, but it is a way to invite humanity into our organizations – and finally build trust in a different way.

Jacques Chlopczyk

I work in a command and control environment. I have seen master chess tournaments played with less strategy than what I see at work.

Dominic Philippa

absolutely- in hierarchical organizations we condition employees and leaders to „follow rules“ and „do as told“ - that is not to mix with building trust (meeting expectations) - we experience a different type of trust in #leadingChange: trust even when expectations are not met, as it is based on behavior and transparency, respect and involvement

Harald Schirmer

how to invite people from a I have to mindset to a I want to mindset - embracing change culture as a driving force for learning innovation and success and coming back to experience and live curiosity as children do

Harald Schirmer

Artful + playful = heartfelt

Eeva-Liisa Vihinen

Great to see you all. I am working a lot as an organizational consultant in digital distributed systems & networks - where virtual loneliness, no-relational working habits & warm data is alive & kicking. I am really interested about emotional intelligence & psychological safety. How we can find empathy as a strategic, relational asset in VUCA working life. Waiting for the butterfly effect...

Annika Ranta

Power + Fear = Abused Power or Power Over People

Power + Trust = Empower or Power with People

Marc Van de Velde

Hello, I'm in Berlin, waiting for this inspiring event. I'm delighted to discuss how concepts of trust and empowerment can allow organizations to craft happy work environment. Tomorrow I'm going to share some tools we use at Sello to run a company based on mutual trust and understanding. With the use of Lego bricks, you will explore basic ideas of self-organization and then deal with challenges related to trust and teamwork.

Dariusz Wylon

I'm particularly keen on exploring the ways in which the constructs of power and trust can be used to constructively facilitate willingness to experiment with the proposed changes.

Sandeep Aujla

Power

Marc, if we consider the essence of “power” it is one’s ability to influence. That definition alone makes it a neutral construct and we can use it any way we want - for the greater good or for self-serving purposes; it’s when we use it for self-serving purposes that it becomes “politics.” Looking forward to continuing the discussion!

Sandeep Aujla

Power, I think is ultimately about who has the ability to get things done in an organization and then challenges with gaining trust with stakeholders who have to give up power willingly.

Kashif Mumtaz

Trust

The poem I read for the intro pitch:

WHO DO YOU TRUST?

Who do you trust?

Comments from Platform

When we tell a secret to someone we say “I’m telling you this in strict confidence.”
“I trust you.
I’m taking you into my confidence.”
Confidence.
‘Con’ means ‘with’ and ‘fides’ means ‘faith’.
Where do you place your faith?
Where do you put your weight?
Who, what, is safe?

Who do you trust?

Is trust freedom?
Is trust redemption?
Is trust deliverance?
Some believe they’ll be set free
by confessing their sins to a priest in a church.
Now we confess through our screens,
our wants and needs gleaned
by an artificially intelligent machine
harvesting our data through every Google search.

Who do you trust?

We feed our desires
through our screens
and our Twitter feeds
into algorithms designed
to deliver us...
a profit...
or a president...

Who do you trust?

It’s ok, it’s ok, don’t worry you’re safe.
They/It knows what we want and need.
It can make you bigger
It can make you smarter
It can make you cooler
It can make you more beautiful
It can satisfy you.
It can make you feel safe again
It can make you feel safe again
It can make you feel safe again
It can build a wall around you
It can make your country great again.

Who do you trust?

Nik Beeson

1) focus on good experiences in the real world
2) act as a role model

3) ask people in order to know them and understand their reasons: don’t untrust at the beginning even if it seems easier
4) take the risk without being naive
5) try to genuinely know people even if you think it will not exist a second time. Get to know him/her

João Lacasta

I am curious to learn how we can build trust in times when people seem to have less and less time and space to interact.

Holger Nauheimer

Coming to trust and power I think that it is starting with us as consultants. Do I trust in myself, in the organisation I’m working for, in the process and so on? And what can I contribute to give this world a bit of stability and faith ?

Carole Maleh

Without trust no change...so figuring out where the lack of trust comes from and how to bring it back would be a good starting position for the change initiative...and at the same time maybe try something completely new: Co-create change and maybe with that trust will evolve with this new approach. Sounds easy...but it’s so difficult, I know. The client would also have to engage in some critical reflections on why their previous projects were not as successful and would have to trust you in doing things differently. As Marshall Goldsmith says in such situations: What brought us here won’t get us there....;-)

What an interesting conversation to continue on the weekend....

Ute Franzen-Waschke

Without trust change projects are deemed to fail. We need to be able to trust and be trusted, especially when we are in a position of power. How can we build and establish trust in complex and agile systems where people often have few chances of personal interaction and feel kind of ‘detached’? How can we ensure that we use power wisely to create an environment - not only in business but also in our world - for individuals and systems to thrive and not to wither?

Ute Franzen-Waschke

Wonderful! I wonder what the influence on trust, trust building or reduction is based on age and geography?

Rich Batchelor

Trust is bestowed on those who have treated others in a trustworthy way. This relies on the trustworthy behaviours or lack of it by all of us. You cant talk your way out of problems that you act your way into.

We will be trusted if we model the right behaviours. Trust cant be built directly. What does that say to us as change facilitators and change makers? We need to role model trustworthy behaviours but we also need to help our clients to understand trust and trustworthy and the critical importance of role modelling and building their emotional back account. Have a look at Baroness Onora O’Neill at TEDxHousesofParliament UK <https://www.youtube.com/watch?v=Zul-1cag3Aj4>

Denis Kelly

When trust is there it reveals my best self
Yannis Angelis

Praise

A good experience to reflect on how much a certain role influences our behaviour and actions

Melanie Zucker

It was a great workshop. Thanks to all participants. If possible try to get in touch with Ute and this topic!

Ernst Philip Schnabel

Some images from the “What is it to be human?” workshop. These also reflect for me my sense of what happens to the power dynamic when we move to the floor or have different levels of sitting and standing in the room. It was so touching to share stories, that the group decided not to move on at the end. Moving to the floor for me demonstrated how we wanted to find our ground together.

Mary-Alice Arthur

Day 2 of the Berlin Change Days are about to start in one hour. Looking at the workshops

one can attend I feel like a kid in the candy store... I want it all and I want it now ... knowing that that is not going to happen. I’m faithful or trustful (not sure what to choose here neither) that I’ll pick the workshops that were supposed to come on my path today.
#BCD17 #TRUST # FAITH

Marc Van de Velde

Thank you everyone for a brain busting Berlin Change Days. You put me through lots of emotions but best of all I got to share your compassionate thoughts, wisdom, insights and much more. Keep in touch and see you again soon!

Rich Batchelor

a 10 for the event.

It was packed with input, interaction and networking. You could not have created a better storyboard for what happened on Sunday morning between 9 and 10. The most exciting aspect for me during the last three BCD events. “Courage” what a great title for the upcoming event. Who cannot be thrilled by this announcement?

I hope to see so many of you valuable personalities and competent changers back in 2018 in Berlin!

Sunny (yes, yellow) greetings from Berlin,
Matthias

Matthias von Mitzlaff

Change

Let the people stay at their level of chocolate - benefits need to be tangible, based on human qualities

There is a human right for chocolate

If there is no old chocolate anymore - we have to make the space people can create their own flavour of chocolate

Wiebke Kaiser

Technology does not steal our identity - is still 24 hours per day our life. But we are going to lose the control over our identity.

Dirk Woywod

Comments from Platform

Most important question - in change = #benefits

Harald Schirmer

And also, how we as change facilitators can find the sweet spot for intervention in this crazy, disrupted world in which currently all what have held for true is imploding.

Holger Nauheimer

Through play and creation we access the mind-muscles, now we need to give meaning to that access and find new ways to build trust and conduct change artfully, powerfully. Power leaning away from control. Trust leaning into collaboration leading to transformation...just like people do before they become standardised by their particular systems. Innocent systems are what interest me most. The...and then we could..." kind of interactions of trust and belief.

Bess Stonehouse

building Trust also in the sense of encouraging them to Start the change process early enough, to really let people participate rather than carrying out some pro-forma-formats. Not due to the individuals in the organisation but to its corporate culture

Nicole Detambel

I think it's important to get leaders building a psychological relationship (contract!) with their change and too many doing the change "with" not "to" the people is a key lesson for the leadership ... thanks Erna.

Rich Batchelor

Another difficult aspect at the beginning of each change project in my opinion is as well 'communication' and 'relationship management'...We all need a sense of belonging and purpose, thus it is of utmost importance to help people see where they fit in the 'new system'.

Ute Franzen-Waschke

One of the most difficult items at the beginning of any change process is to make people including all leaders understand that they are part of the system they would like to change. Each and everyone of us is subconsciously trying to keep part of the old in place as most of us believe the issue itself is outside of us...

Erna Vanden Wyngaert

We are perceptive observers of how trust & power are dancing in new ways in our organisations and society, thanks to the digital age. Communication, collaboration, culture are all shifting! I would like to learn how to better support people stuck in the digital economy to make their way to a better future

Jeffer London

My role as a change practitioner is becoming more of an influential role based on researched truths. Leaders of business are becoming more engaged with the concept of change, however, they are wanting to just install change and ignore the trust the front line places on their stewardship and future certainty. How do I support leaders to effectively transform their charges with compassion, dignity and respect.

Technology

Technology is a leverage for change for some people with risk of increasing the digital/knowledge divide

Catherine Boudlal

Be aware to keep control over technology and utilise it for a better world instead of getting controlled by technology.

Constantin Sander



The engineers of the future will be poets.
Terence McKenna

Editor:
(Berlin Change Days)
Dr. Holger Nauheimer
Rosenheimer Str. 5
10781 Berlin
holger@berlinchangedays.com
Telefon: +49 172 944 29 82

USt-Id. Nummer: DE 230860512

Copyright remains with the authors of the essays
Copyright photos: Miriam Moreno-Bellido
Copyright cover & Graphical Recording: Katrin Faensen

Proofreading: Ruth Jolly & Leigh Dowsett
Design: Claudia Ott

