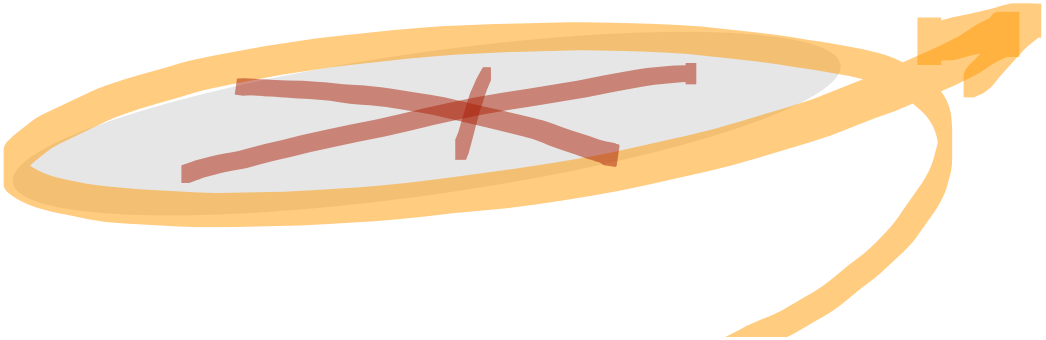
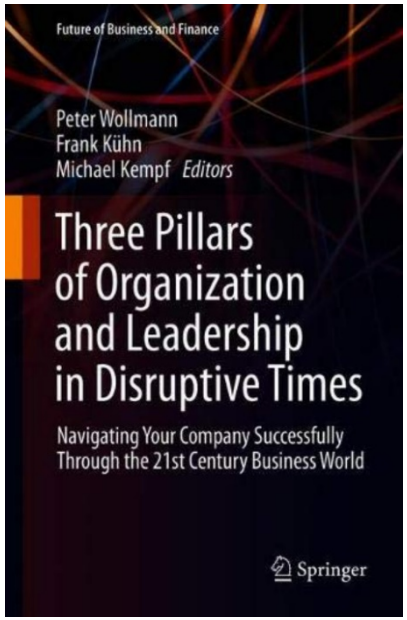
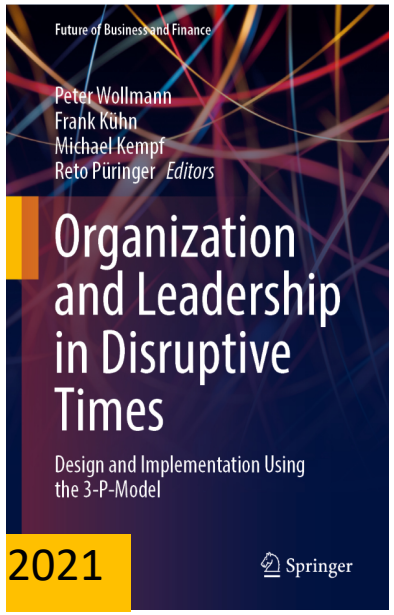
THREE P//ARS

OF
ORGANIZATION AND LEADERSHIP
IN DISRUPTIVE TIMES

PURPOSE | JOURNEY | CONNECTIVITY







A Proposal for Transformation Initiatives, in February 2021

Books with Springer, in October 2019 & April 2021

Three Pillar STORY LINE*

TRENDS

- New political and social developments
- Disruptive technologies
- Virtual cooperation
- Energy, mobility and environmental protection
- …

CONCERNS

- Significant uncertainty
- Lack of orientation
- Limits of classical organization
- Significant Crises (like Covid-19 pandemic)
- …

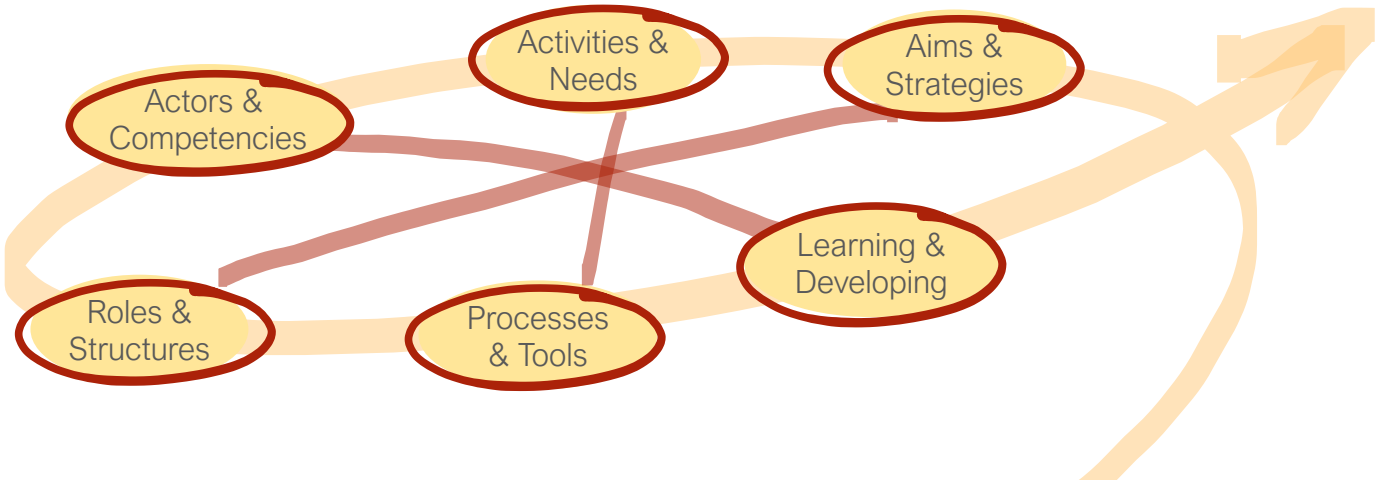
DEVELOPMENT

- New concept* & understanding of organization & leadership
- Easily understandable and flexibly applicable
- Concrete measures & interventions to be derived, tailormade
- …

*The Three-Pillar Model was developed & described by 40 authors from 5 continents, from over 15 countries and from 40 different organizations, thereof more than 15 large global players. More than 30 concrete use cases.

EXPERIENCED-BASED PILLARS

CONTEXT
Environment
Societies
Markets
Eco-System



SUSTAINABLE PURPOSE

Raison d'être of an organization, bringing new orientation and certainty to the people that we want to engage and co-create our joint endeavor and success

TRAVELLING ORGANIZATION

Mindset of an organization in a permanent state of flux, interacting with the markets' & customers' journey, with rapid adaptivity

CONNECTED RESOURCES

Connectivity of aims and concepts, strategies and activities, competencies and roles, blending interests and ideas towards joint success.

Sustainable Purpose

The people in the organization need to know why they are doing what they are doing and why they are making the decisions. The purpose has to remain very stable, be supported by leaders and employees, be inspirational, and be lived out in practice, starting with the top management.

Or in other words: the purpose is giving clear and convincing orientation on the right level that aligns and inspires the people to a joint endeavor, which makes them confident and proud to be part of it and contribute to it. This is vastly different to visions that are reduced to mere figures and financial goals, as is the case in many companies, and which only serve to alienate people from their valuable work. In contrast to strategy and goals, the sustainable purpose remains unchanged for a longer period, as it is formulated on a meta-level but is concrete enough to inspire the people and make them engage for success of the company or institution.

Sustainable Purpose – Some Additional Background

- The **Purpose Topic** is currently everywhere in the focus:
  - ‘Put **Purpose** at the **Core of Your Strategy**‘ (Harvard Business Review in 2019)
  - ‘**Purpose** instead of **mission statement**: companies have to reinvent themselves (Anne M. Schüller)
  - Numerious studies: companies can achieve **significant financial benefits** if they intensively deal with **superior goals** and the deeper **meaning** (‘**Purpose**‘). (Xing)
  - High demand for a ‘**reconciliation of profit and sustainability**‘. (Anne M. Schüller)
  - ‘In the future, it will be important to know which **values** a company or economy represents, and to what extent they contribute to the **quality of life** of people and to the **integrity of the environment**,‘ (Harry Gatterer, Zukunftsinstitut)
  - ‘A company must **present an ecological and a social balance sheet in addition to the economic one**‘ (John Elkington in his ‘**triple bottom line**‘)
- Helpful **purpose questions** for organizations:
  - What are the **effects** of our way to run our business **on society and the environment**?
  - What **contribution** do our solutions make to a **liveable future**?
  - How do we create **a home port for our employees**?
  - How do we create **a longing for our customers and stakeholders**?

Travelling Organization

The organization's understanding has to be that it is continuously on a journey towards the best possible results and joint success in partly unforeseeable influences. On the map, it will potentially have to zigzag, always exploring the best path between poles, alternatives, and options. Sometimes, the people in the organization don't know them, and then they have to make smaller steps and explore the land — based upon their sustainable purpose and enabled by their connected resources.

Even if they don't know what they will have to face around the next bend and what the best result will then be, they believe in their motivation and joint capabilities to manage it. This makes a fundamental difference to the illusion of business consistency, strategic stability, and structural continuity in disruptive times, as is sometimes promised to the managers and employees after completion of a change project. Travelling organizations need holistic agility in their mind-set and DNA, covering an agile mentality, self-reflection, readiness to embrace change, and willingness to deliver. People in a travelling organization are curious, open, and impartial, have the capacity for self-reflection, are experimental, and cope well with uncertainty, special challenges, and unforeseen obstacles.

Travelling Organization – Some Additional Background

- The **Travelling Organization Topic** is currently causing the most intensive feed back from key responsibles in any type of organization:
    - Dialogue with **readers and professionals** is sustainably showing special demand and particular interest in deep diving in the **concept of a Travelling Organization** and its **application in practice**
    - The concept of a Travelling Organization is still partly **unexplored** in detail
    - **Previous models** of change management, strategy development and strategy controlling as well as the management of (hybrid) organizations **have reached their limits**.
    - Something new and well fitting to current requirements is **urgently demanded**
- Respective Decision: **Exploration of the Concept of Travelling Organizations** in detail in a third Three-Pilar Book
- Helpful **travelling organization questions** for organizations:
    - How can you start a **Travelling Organization** in a **well-established classic organization**?
    - Hoy do you manage **the increasing hybridity** of organizations with **travelling (agile) and classic parts?**
    - How can you choose and further develop the **best people for a journey in unknown areas** ?
    - What do you manage journeys **without knowing at the start** where the **journey might end**?

Connecting Resources

The organization has to be aware that impact, value, and efficiency need connectivity between individuals, between people and organization, between ways of working and customer needs, and between strategy and skills. This means managing connectivity, preventing unconnected strategies and processes from developing, and continuously re-arranging connectivity on the company's journey.

This is in marked contrast to the compartmentalization of the company's resources in terms of structural silos, hidden agendas, boxed competencies, individual incentives, and behaviors.

And there is one additional huge advantage: only with an intelligent and flexible connectivity is it possible to balance the (increasingly) different interests within the company and between its multiple key stakeholders. This is a systemic asset that is not to be underestimated.

FIRST CHECK-UP

AWAKE FOR THE JOURNEY

- Explore the VUCA world
- Create a shared understanding
- Commit on a sustainable purpose
- Design the transformation process

INTERLINK FOR THE JOURNEY

- Involve teams and individuals
- Develop an agile mindset
- Use differences as learning opportunities
- Exchange on the impact of the endeavor

EXERCISE THE FUTURE

- Connect all resources with each other
- Overcome silo thinking towards solution working
- Connect different working styles in teams
- Explore various mindsets, experiences, expectations

LEAD ON THE JOURNEY

- Realize leadership as serving function
- Connect leadership practice to the purpose
- Communicate about new policies and daily work
- Care for psychological safety from collective behavior

BUILD NEW PRACTICES

- Align portfolios and roadmap to the purpose
- Set up agile communication platforms & practices
- Apply liberating interventions
- Evaluate success and calibrate new practices

ENABLE PEOPLE & ORGANIZATION

- Recruit people with curiosity, openness & agility
- Encourage taking roles & managing processes
- Install feedback and learning procedures
- Evaluate success and calibrate the development

INTERVENTIONS (SELECTION)

- Scalable Scope & Process
- Creation & Learning Loops
- Regular Progress & Setting Checks

AWARENESS
- Expert Conversation
- Public Teaser Workshop
- Inhouse Teaser Workshop

INITIATION
- Advising the Initiators
- Interviews with Stakeholders
- Strategy Workshop

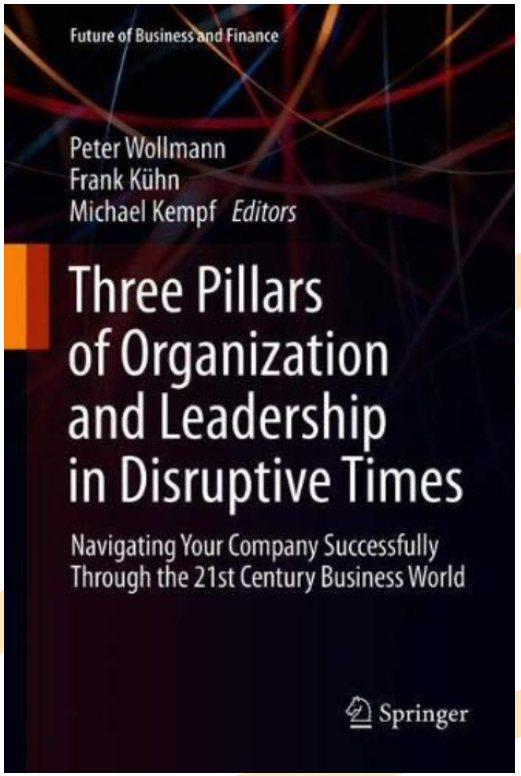
CREATION
- Micro Projects
- Pillar Labs
- Coaching
- Setting Checks

LEARNING
- Retrospectives/Evaluation
- Learning Circles
- Forums and Feedback

CONTINUING
- Good Practice Labs
- Personal Coaching

JOINT INITIATIVE (Book 1)

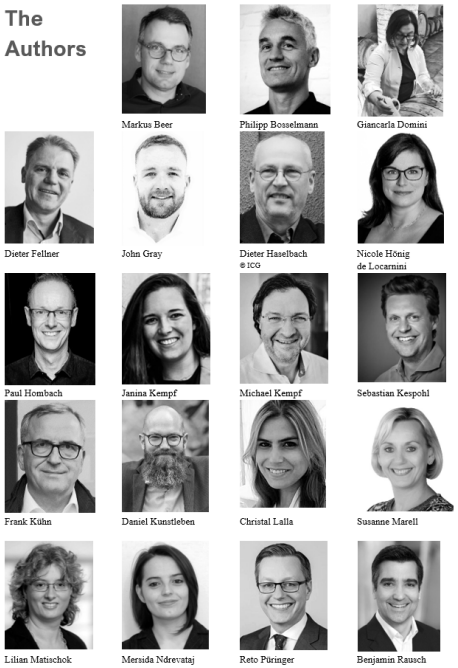
Growing global community of managers, consultants & scientists

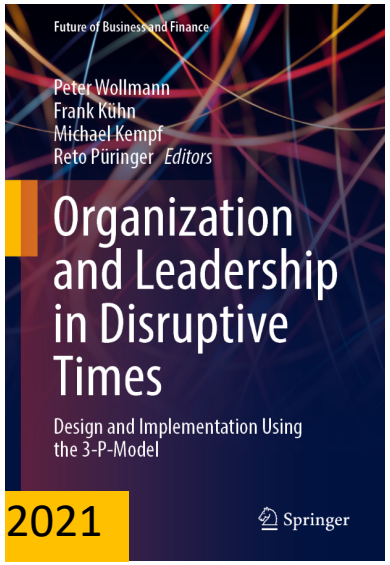


Looking forward to our third Three Pillars Book in 2022

JOINT INITIATIVE (Book 2)

Growing global community of managers, consultants & scientists





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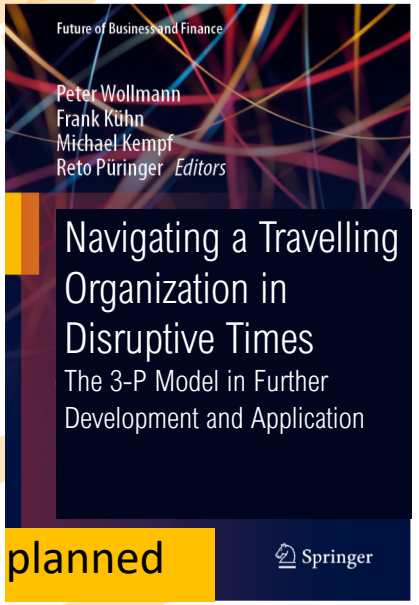

ANHANG

Content of the Book 1

Part I: About this Book

Peter Wollmann, Frank Kühn & Michael Kempf:
Why and How the Three Pillar Model Has Become Reality

- Disruptive Times and Need for Action
- Three Pillars of Organization and Leadership
- Model Testing Via a Case Study
- Practice Clusters of this Book

Part II: Practice Cluster - Leadership & Systems

- Frank Kühn, Michael Kempf & James Chamberlain: The Concept of Purpose, Travelling and Connectivity – Three Pillars of Organization and Leadership
- Isabell Huschka: Leadership Creating Organizational, Interactional and Individual Impact
- Fernando Sanabria: Purpose, Journey Thinking and Connectivity People to People in Global Companies
- Reto Püringer: How Established Companies Can Move to the Next Level by Using the Three Pillar Model
- Peter Wollmann: The Art of Travelling in Films – The Roadmovie 303
- Peter Wollmann & Mersida Ndrevataj: Modern Architecture Supporting Organization Design

Part III: Practice Cluster - Projects & Interventions

- Peter Wollmann: Project Portfolio Management of Global Enterprises
- Peter Wollmann: Design & Impact of Interventions in Change Processes
- Frank Kühn: From Well-Engineered Products to Customer-Centered Solutions
- Alfred Mevissen: An International Art Project on Freedom

Part IV: Practice Cluster - Humans & Enterprises

- Hannspeter Schmidt: Connectivity and Personality
- Bernadette Cass: Developing Connectivity, Leadership and Effective Team Working Using the Working Styles Model
- Alberto Casagrande: Angel Investing and Connectivity
- Marie Theres Schmidt: Connectivity Challenges in the Pharmaceutical Industry – A Case Study
- Nicole Hönig de Locarnini: Purpose, Journey Thinking and Connectivity in Large Global Consultancies
- Sharon Lalla: Shared Governance at a Community College in the U.S.

Part V: Practice Cluster - Talents & Capabilities

- Bob Dignen & Tim Burmeister: Learning & Development in the Organizations of the Future
- Volker Hische: Training of Journey Capabilities
- Christal Lalla: A Striking Analogy: Journey Thinking, Connectivity and Wine, Spirits and Special Pairings

Part VI: Conclusion: How the Three Pillar Model Can Be Applied in Practice

Content of the Book 2

Part I Introduction Chapters

- From a Retrospective to a Perspective View
  Peter Wollmann, Frank Kühn, Michael Kempf, Reto Püringer
- Contributions to the 3-P-Model Application – Overview and Connection of the Detailed Cases Presented in the Book
  Peter Wollmann, Frank Kühn, Michael Kempf, Reto Püringer

Part II Fundamental Thoughts with Which to Start the 3-P-Model Journey

- About Travelling in the Unknown in the 19th Century and Today. Pattern for Leadership and Management in 3-P-Model Context
  Peter Wollmann, Reto Püringer
- Nature Eats Culture for Lunch: About consonances and dissonances shifting or limiting harmony
  Frank Kühn, Jan Sølvberg, Mersida Ndrevataj
- Wicked Problems of Travelling Organizations
  Dieter Haselbach, Frank Kühn

Part III Leadership in the 3-P-Model - Setting Direction and Motivation

- The Benefits of Improvisational Theatre
  Paul Hombach
- Leading Organizations through Intrinsic Motivation
  Ehssan Sakhaee
- The AAUL Framework of Leadership in Times of Crisis
  Ehssan Sakhaee

Part IV 3-P-Model Application in the Public Sector

- Applying the Three-Pillar Model in UN Agencies
  Peter Wollmann
- The Impact of Platform Economies on the Urban Structure
  Mersida Ndrevataj, Peter Wollmann
- From the Inside and the Outside - A learning journey to mainstream the digital transformation in a federal enterprise
- Janina Kempf
- Scientific Guidance on Journeys in Unknown Areas – a Best Practice Example
  Peter Wollmann
- Cooperation and Development in a Social Organization
  Lisa Schulze, Daniel Kunstleben

Part V 3-P-Model Application in the Private Sector

- Start-Up Development in Traditionally Operating Industries: Regional Subsidiaries of Pharmaceutical Companies
  Stefan Turnwald, Julia Zirn
- Applying the Principles of the 3-P-Model to Build an Agile High-Performance Team within Finance
  Benjamin Rausch, John Gray, Thomas Thirolf, Peter Wollmann
- Application of the 3-P-Model in a Start-up-like Environment of a Large Enterprise
  Sebastian Kespohl
- MedTech companies on their growth journey - Leadership responses to growth challenges in the light of the 3-P-Model
  Marie Theres Schmidt, Dieter Fellner
- Building a Sustainable Brand in Specialty Chemicals. Carve Out from a Big Corporate
  Carve Out from a Big Corporate
  Jürgen Scherer, Jutta Wenzel, Susanne Marell
- Climate Change and Winemaking – a Significant Transformation in Agriculture
  Christal Lalla, Giancarla Domini
- Trapped in the Bermuda Triangle among project, process and line organizations – accelerating complex tech development projects
  Markus Beer, Philip Bosselmann

Part VI Helpful Design Concepts to Best Use the 3-P-Model

- Organizations Meandering in the Product-Life-Cycle
  Lilian Matischok, Frank Kühn
- Transformation in the Field of Product Development: A Five-Day Micro Project
  Frank Kühn, Michael Kempf
- Emergent Change – Embracing Complexity as a Key Challenge in a Travelling Organization
  Nicole Hönig di Locarnini, Frank Kühn
- Building and Using a Compass for Travelling Organizations
  Frank Kühn, Georg Wiesinger
- If not now – then when? Learning from the Pandemic for the Application of the Three-Pillar Model
  Frank Kühn, Michael Kempf

Part VII Resumé

- Conclusions and Take-Aways
  Peter Wollmann, Frank Kühn, Michael Kempf, Reto Püringer
- The Three-Pillar Questionnaire
  Peter Wollmann, Frank Kühn, Michael Kempf, Reto Püringer

Playbook: Two dozen key questions how to drive the three pillar model

Awakening for the journey

How do you …

- Explore and discuss the VUCA world, new market opportunities, business disruptions and changing customer needs - with which friends, colleagues and experts, in which circles, communities etc.?
- Create a shared understanding of your entrepreneurial journey in your enterprise and what it needs in terms of readiness to keep pace and adapt, connect and transform?
- Define, share and check a sustainable purpose that creates passion and inspires your leadership teams, employees and your customers for your joint journey, enabling them to align their ambitions and competencies?
- Create a transformation process that involves all stakeholders and leads your company from a business perception that is limited to mid-term targets towards a travelling organization with passionate teams that are synchronized with real business development?

Interlinking for the journey

How do you …

- Involve and align all your teams and individuals, and make them define their purposes and contributions to the corporate purpose and goals, connecting their journeys with the travelling organization?
- Develop an agile mindset empowering and encouraging your teams to experiment with quick failing and learning loops, involving your top management as a role model and taking an active part?
- Use differences as learning opportunities and connect them in valuable discussions: e.g,. global vs. local organization, regional and structural orientation, benefiting from experience vs. fresh thinking, from diversity in maturity, culture and competencies?
- Exchange on the success and impact of this joint endeavor and further develop it?

Exercise the future

How do you …

- Connect all your resources with each other: purpose, strategy, ambitions, competencies, products, processes, technologies, architecture, rooms, structures, roles?
- Overcome managerial silo thinking by solution-, process- and project-oriented working in alternating contexts supporting your employees to travel and collaborate across organizational borders and deploy their expertise and creativity?
- Respect and connect different working styles, encourage diversity of people and their approaches to problem solving, establish powerful teams from this, and generate greater mutual benefit?
- Develop trust arising from personal exchange of opinions and mindsets, experiences and expectations, even touching on sore points and controversial fundamental beliefs – and how do you reinsure the growth of trust in your organization?

Leadership on the journey

How do you …

- Clarify that leadership is to serve connectivity and collaboration as the absolute precondition of the company's, teams' and people's success – and not to delimit from others?
- Connect your own leadership practice to the corporate purpose, every day and with radical consistency?
- Communicate clearly and often, use chats, social media and meetings to discuss how the three pillars are realized in new policies and daily work?
- Care for clarity and involvement, respectful behavior and psychological safety which comes from true collaboration instead of the illusion of structural stability?

Building new practices

How do you …

- Align your strategic innovation & project portfolio and roadmap to the purpose, keep them flexible and connect them to other management processes (such as knowledge management, strategic HR development, business & organization development, etc.)?
- Introduce agile platforms and practices to support cross-organizational communication and collaboration, such as slack times and workhacks, scrum, prototyping, micro projects?
- Apply creative, powerful interventions with quick insights and long-term effects that support the commitment to the new quality of organization, collaboration and leadership?
- Evaluate success and calibrate such new practices on a regular basis?

Enabling

How do you …

- Recruit people who have the will to go on a joint journey, bring in their curiosity, openness and agility, contributing to the corporate purpose and success?
- Provide learning and development opportunities so that people can take flexible leadership roles in the organization, manage processes and projects, facilitate meetings and cope with conflicts?
- Install goal setting and reflection, feedback and learning procedures that help to align the travelling organization, teams and people and keep them connected?
- Evaluate success and calibrate development on a regular basis?