



..... SOL EUROPEAN NEWSLETTER NOVEMBER 2009

Hello everybody!

Thank you for your contributions!

Our newsletter is moving to a new level. "The feeling" in this letter is different, can you sense it? Is it because of many learnings and co-operation proposals are shared, or is it because of personal touches, words coming from the heart?

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AUSTRIA

www.sol-austria.at

At **The Symposium: Sustaining Ability – Stories from the Field**, held on 9th October 2009 in Vienna, about 65 people from 17 countries and 4 continents gathered to celebrate the 10th anniversary of SoL Austria.

Göran Carsted gave an inspiring keynote speech about his work with the Clinton Climate Initiative on the C40 World Ports Climate Conference 2008 in Rotterdam.

We had two periods of Learning Tables, where stories and reflections were shared; here is the list of the topics:

- How to introduce a database including workflow management in a team faced with multidimensional challenges
- Being a Case Study: How the cooperation with the SoL-Austria Working group "Corporate Culture and Organizational Learning" changed our Institute
- Cultural Change with Rapid Results
- An attempt of integration on the surface of a strategy process
- New insights in Corporate Performance Management (CPM)
- The JKU Competence Center on Knowledge Management: A Learning Community
- Diffusion of Organizational Learning at Universities
- Growing research communities in Vienna
- Achieving higher learning results through academic in-house programs

- Building Stronger Communities: Strengthening Schools
- Capacity development in the public sector in sub-Saharan Africa
- Facilitating change in culture of the Engineering department of SNCF French Railway
- SoL Coaching Community of Practice: The Power and Joy of Continual Collaboration
- Transforming a governmental institute via developing facilitators' skill to raise CI
- How we might change basic paradigms?
- HR Transition through learning organization approach
- Becoming more present for the emerging

We closed the day with sharing ideas around the question: What will organizations have learned in ten years from now?

Please find more information and pictures from this event on www.sol-austria.at.

The day after the Symposium about 19 people from Europe and the US gathered for a European and Global SoL coordinators meeting.



BASQUE COUNTRY

**– Cluster Conocimiento
(Knowledge Cluster)**



CROATIA

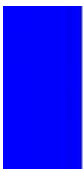


DENMARK





FINLAND
www.solfinland.org



FRANCE
www.solfrance.org



On October 15th SoL France had a **Revolutionary Day with Peter Senge: A future awaiting our choices**, gathering more than 100 participants.

Peter Senge shared with us stories about "companies around the world which are boldly leading the change from dead end business as usual tactics to transformation strategies that are essential for creating a flourishing, sustainable world "The Necessary Revolution", Doubleday 2008.

On October 22nd Alain GAUTHIER and Pierre GOIRAND pioneered an introductory workshop on **Integral Leadership**: Alain presented the result of the international survey of leadership education that he just completed. He particularly highlighted the characteristics of the most innovative programs and the challenge of developing an integral education. Participants gave meaning to the concept of "integral" and reflected on an original model designed by the Global Transforming Ensemble, a group of researchers and practitioners. This model weaves in Ken Wilber's 4 quadrants with 3 levels: mental, emotional and physical levels. By using Pierre's psycho-physical language and approach they experimented and collectively built on existing knowledge, and even imagined new ideas for more integral leadership trainings. At the end of the day, the general feeling was one of having stepped in a new much needed dimension that will require collective exploration and true courage to become a major influence in our organizations.

On November 24th, 25th, 26th, "Les Fondamentaux de l'Organisation Apprenante" (The fundamentals of learning organizations) at Fontainebleau.

On January 26th 2010, AME, "At the crossroads of divergent interests of Shareholders/stakeholders, Management and Entrepreneurs", «Au carrefour d'intérêts divergents, l'enjeu de l'anticipation avisée : actionnaires, management et entrepreneurs »





GERMANY



GREECE

The local community during its first year of existence organized its first event in cooperation with the Scientific Union of Adult Educators (www.adulteduc.gr). Isabel Rimanoczy led a great workshop on "**Action Reflection Learning, Principles and Elements that can optimize your learning designs**" that was enthusiastically received by 86 participants.

For the coming year we are getting more organized, creating more partnerships and designing our program that includes open world cafés days, learning groups for SoL Greece members and special events with international guests.

SoL Evolution

Anthi Theiopoulou coordinator of SoL Greece is taking part in the Group of 25 working on the design of Global SoL since last May.

SoL Austria symposium held in Vienna on October 9, 2009 on "Sustaining Abilities; Stories from the field". Anthi Theiopoulou participated and shared afterwards: "It is truly amazing to discover how many initiatives around the world are based on the same lines towards a sustainable future; I am looking forward to see what will happen or how our society will be when all these initiatives converge! On the bottom line what makes us move forward is sustaining our ability to learn and hope."

SoL France symposium held in Paris on October 15, 2009. "A future awaiting our choices". Mirto Kakouri and Anthi Theiopoulou participated in SoL France's open day with Peter Senge. "This was one of the most powerful learning experiences I ever had!" said Mirto at the end of the day.

Coordinators Meeting, October 10, Vienna

SoL Greece participated to the meeting represented through Anthi Theiopoulou among representatives from US, France, Austria, Germany, South Africa, Holland, Israel, Hungary, Croatia, Sweden and Singapore.

The coordinators raised and agreed to work towards the following issues: Collaboration across the world, stewardship, identified archetypes, developing countries support, learning connections, coordination, sharing know how, membership structure, global World Café day, support the collectives, inclusiveness and mindfulness.

SoL at its Best moment: The most empowering part of the meeting was when a joint action emerged indicating that for inspiration we turn to unity and collaboration. Rose, from South Africa inspired by the amazing outreach Jeff from Germany has achieved through World Café,

proposed to organize a world World Café Day in as many places as we can. Everybody enthusiastically jumped in and Jeff offered to facilitate this co-action. There was only one request welcomed warmly by everyone – Quality! Based on this fundamental condition of quality and focused on the impact that we can have on critical issues we agreed to set a one year timeframe to organize it while Avner’s idea from Israel to also contribute this way to the Climate Change discussion and UN meeting latter on December became our potential pilot.

For me this was a meeting full of learning; embodying SoL’s principles and commitments. What I learned above all is that nature, the basic system where all others are built upon, always has its ways to reveal its fundamental drives and guidelines when someone asks and acts on goodwill. And that a lot of goodwill can come to action if while we watch ahead on our way we also watch for the wave that we leave behinds us as we sail through our oceans of life.



HUNGARY
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Dear SoL friends,

We in Hungary are living a pretty intensive life nowadays when all seems collapsing and re-birthing. It sometimes needs deep awareness and perseverance to stay in focus and in caring for what needs attention and knowledge, sharing and cooperation. Here I outline some of the events that are taking place in SoL Hungary or with our cooperation. We welcome cooperation, participation and contribution.

Starting in 2009

Events

- SOL Hungary annual meeting on 20th November
- Friends of TWC in Hungary – a gathering to inquire into our potential for change on 11th December

Training projects

- Training Organisational Intelligence – SoL facilitators for Participative Leadership, November 2009 – March 2010, 3 module programme
- SoL co-coaching development, 3 module development, February – July 2010

Development projects open to cooperative partners... Anyone interested is welcome to join.

- Collegium Peregrinus, Young Leaders for Sustainability, Roma and no-Roma Youth for a New Europe. An interdisciplinary action learning programme for young leaders in sectors of education, civic and for-profit. It is a potential GRUNDTVIG project if we find partners in EU countries.
- Learning Schools, an EU sponsored Comenius Projects of schools from several countries that we will hand in in January together with a school in the Netherlands of the Guus Geisen’s learning community.

SoL Hungary in International events in 2010, in Hungary

3rd of March

An opening evening event is offered by Miha Pogacnik: **Arts&Sustainability**

4th of March

Cafe Hungary of The World Cafe community in Europe invites friends of caring and sharing

for a day long public conversation cafes based on the conference themes all over the town that is the European Cultural City in 2010.

5th of March Sustainability conference

A conference at the University of Pécs – in strategic partnership with SoL Hungary takes place on the 5th and there with invited guests, such as **Peter M.Senge** /?/, and **Günter Pauli** , **Ervin Laszlo**, and others in progress.

6th of March

The Necessary Revolution: Learning Regions for Sustainability SoL Central and South East European Gathering, hoping to organize it together with **other SOL communities in the region**

Events supported and sponsored by

Ombudsman Office for The Future Generation of the Hungarian Government
UNDP Regional Office from Bratislava (also under invitation)
The Hungarian National Council for Sustainability Development,
The Open Society Institute, (under planning)

One of the core issues we could inquire into would be **Learning Regions for Sustainability**. There is an urgent need in our part of Europe to share action based knowledge on the social aspect of sustainability that's becoming as important and crucial as the other two bottom lines. It feels that there is less awareness of how learning organization competencies can contribute to this rural and regional development needs. SoL in Hungary has two trustee members who work at this university and do wonderful work both in economics and sustainability on local and regional level.

OD World Summit, 2010, 21st-27th August, Budapest

Organisational Development World Summit has been initiated by the Hungarian OD Society and by now is co-sponsored by some other major OD organisation, such as IODA, OD NETWORK and apart from the actual event there is opportunity to offer pre- and postconference Master Classes.

We, as SOL in Hungary have been involved in several aspects:

TWC

- The World Cafe - Art of Hosting Master Class with **Juanita Brown and David Isaacs**, a pre-conference on 21st-22nd August
- TWC Europe plans to participate with two workshops
- Friends of TWC on the 26th afternoon

SoL on 23rd-26th August **Participators and contributors are welcome under this chain of wps:**

1. Learning for Sustainability, SoL Master-Pieces, with Göran Carstedt (?), Peter Senge on Video. Workshops to share learning histories and inquiry into core issues on how best practices can contribute to large scale change.
2. Two SoL workshops in cooperation with the Ombudsman Office for Future Generation, on intergenerational dialogue, on Greening our mind...
3. SOL Global and European coordinators gathering??? if Wein GSN want it.

Our co-sponsors and strategic partners:

Open Society Institute,
Ombudsman Office of the Future Generation of the Hungarian Government,

Global World Cafe community,
Some SOL fractals

Media partners:

Piac&Profit business magazine
Civil Radio

21st August, 2010	22nd	23rd	24th	25th	26th	27th
SoL Hu and TWC event: Conversational Leadership and Process Intelligence A Day of The World Café : Master class with Juanita Brown, David Isaacs	Learning Reflection on TWC experiences	ODWS Panel dialogue of founding parents	ODWS Embedded SOL Masterpieces: The Necessary Revolution - best practices with a key note from Göran Carstedt ?	ODWS Embedded SOL Masterpieces: The Necessary Revolution - best practices	ODWS Panel dialogue of founding parents	SOL Global and European coordinators gathering ???
	ODWS				Friends of TWC gathering,	
A sponsored event <i>Core patterns of music to enhance leadership capacity</i> with M.Pogacnik	ODWS					

Some Inspirational leaders in organisational awareness, invited by SoL Hungary:

PETER M.SENGE, (video), MIT professor of organisational learning at the Sloan School of Management, author of The Fifth Discipline, Presence, The Necessary Revolution, founding chair of Society for organisational learning,

MIHA POGACNIK, artist, INDRIART, inspirational violinist to promote Arts and Business by his work world wide

JUANITA BROWN and DAVID ISAACS, founders of the World cafe, social and organisational innovation process, www.theworldcafe.org, www.theworldcafecommunity.org,

ARIE DE GEUS, ex-planning director for Royal Dutch/ Shell globally, author of the Living Company

GÖRAN CARSTEDT, ex- Volvo and IKEA CEO, entrusted leader of Global SOL Network, Key operational member for global sustainability projects for SOL and The Clinton Foundation

ERVIN LÁSZLÓ, Scientist and member of The Club of Rome, founder of The Club of Budapest and in it. The Ethical Business Award

See more:

www.odworldsummit.org

www.solmagyar.ning.com as a community page,





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SOL SWEDEN

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The third SoL Sweden meeting on September 23rd offered insight into an approach to organisational learning that met with critical success in both Korea and Pakistan. The Case Study centred on TetraPak, the world's largest packaging company:

"Strategy as a learning process – How do we create energy, curiosity and fresh thinking at work so to make companies successful?"

The evening began with an outline of the challenges facing TetraPak's marketing company in Korea, which had until recently dominated the market with its packaging machines and specialised packaging materials. At the time the case study began, the company was rapidly losing market share to aggressive, price-slashing competition that seemed unbeatable. Brought in to "turn the company around", the new Swedish CEO and Head of Business Development were handed what must have seemed like a poison chalice, with a totally unfamiliar, strongly authoritarian organisation culture that seemed to simply expect the new bosses to tell them what to do.

SoL participants were given an opportunity to engage with the challenges faced by the CEO through an interactive process which provided a foundation for revealing how the challenges were met. First hand accounts added depth and colour as well as revealing some of the personal learning challenges faced by the team in Korea. The process ably demonstrated how

they co-developed an organisation-wide strategic learning process with the client that enabled the company to steer its way back into profitability.

Processes and approaches we learned about included:

- leadership setting an example by walking around and listening carefully
- building trust through actions that showed respect for what had been heard
- having a consistent approach across and inter-departments
- engaging staff in a way that nurtured and developed a sense of curiosity
- co-designing with staff new projects that included a scenario-based approach to customers
- using the accepted cultural organisational channels (e.g. high profile formal reporting back to senior bosses) as a means to coach and align the whole company towards new goals
- steering the business focus away from selling products to developing partnerships with customers.

It was a riveting session that was well attended. It was conducted by Gabriel Montgomery (consultant), Lars Jonsson CEO of InfoWeaver Group AB (and former Head of Business Development at TetraPak) and Jonas Dieden, CEO of PSR Personskadereglering AB.

On Thursday November 19th, Margaretha Engström, of Vattenfall Research and Development will lead the final of the four SoL Sweden sessions for 2009. This will be an in-depth session on the subject of **Tacit Knowledge – How we catch sight of the hidden knowledge within ourselves**. Participants must book by November 9th and will be required to do some preparatory study and submit a written text beforehand.



UNITED KINGDOM
www.sol-uk.org



Over the summer, the newly formed **Stewards' Council of SOL-UK** has been hard at work undertaking an organisational review to bring a new sense of purpose and direction to the society's activities. The organisation review has led to greater engagement with members; the renewed focus on research and learning project generation; changes in membership fees; and development of our programme.

Learning outcomes from the organisational review

In addition to the well-established principle that the SOL community shares its learning between practitioners, consultants and academics, we learned from the review that members (from within each of these groups) often seek different things from SOL:

- Knowledge makers wish to actively create learning
- Knowledge seekers wish to actively participate in that learning
- Knowledge 'up-to-daters' wish to be well-informed about the latest learning

As a learning community, this new knowledge must be reflected in the variety of event types:



- Evening seminars and workshops presented by individuals
- Day workshops and conferences that present, develop and test projects
- Research projects to develop new learning in specific interest areas
- Learning programmes that develop excellent praxis
- Partnered events with **Global and Regional SOLS** that open the local out to the wider **SOL learning community**

Change in annual membership fees

The Stewards' Council has tried as much as possible to consider the views of the members to lower the annual subscriptions whilst maintaining the minimum overhead to service the membership.

Invitation to action

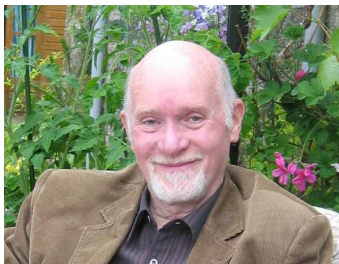
More active participation of **SOL-UK members** was a major concern and at the forefront of the review, and revision of membership fees and benefits were central in our desire to build a close community of learners. We hope that members will now consider how they can contribute more proactively.

All members are invited to submit ideas for evening events and/or research projects/workshop programmes.

RECENT EVENTS:

Thursday, 3rd September, Tony Hodgson: '*Decision integrity and 2nd order cybernetics*': An invitation to explore a radically new take on decision making

"The rational worldview of management science has come to dominate decision theory."



Tony Hodgson proposes that, despite its evident successes, this view of decision making is decreasingly effective in a global world which turns out to be unruly and unpredictable in critical areas. The result is an escalation of unintended consequences in business, public affairs and human ecology. Despite its success in some fields of management, we need to question the rational view which disconnects the observer from the observed. Decision integrity is proposed as a reflexive theory of decision making that incorporates the decision maker as part of the decision field. It

requires stepping out of the observer/object paradigm of classical science and into the alternative paradigm of second order cybernetics. The decision maker is not simply an observer but also a participant who cannot abdicate from personal ethical considerations and ultimate responsibility even in the face of uncertainty.

After presenting the key ideas, Tony hosted an informal chat. This was a very successful and well energized session.

Thursday, 10th September, Moty Cristal '*Negotiation Systems*'



This was a rare opportunity to meet and speak with an international expert who uses Complex Systems in Negotiation.

Moty Cristal is the founder and CEO of NEST Consulting. Following a career as one of Israel's leading negotiation experts, Cristal established NEST Consulting to bring his unique systemic approach to the world of negotiation. This session outlined the benefits of his experience and success for both public institutions and private sectors.

The roundtable discussion challenged participants with the systemic

and complex applications of negotiation theories. Moty then presented and discussed the 'negosystem' model that, as an expert and scholar, he has developed out of interplay between research and action.

Moty's aim was to ignite a fascinating conversation between people and disciplines. This was a very lively forum for learning exchanges.

Tuesday, 20th October 2009, Team Academy UK? - A SoL Dialogue



One of the interest groups formed following **SOL-UK's** Summer EGM is exploring possible options and opportunities arising in the UK from the innovative approach to entrepreneurial and organisational learning that has been successfully developed and offered by the **Team Academy at Jyväskylä in Finland** since 1993.

This event provided an opportunity for an open dialogue about the Team Academy experiences, challenges and options associated with its approach with three alumni from Jyväskylä: **Henna Kääriäinen, Johanna Hytönen, Liher Pillado** and **Theresia Warwitz**. Liher is the Basque team entrepreneur from **Mondragon University** that is applying TA methods in a new 3.5 year degree programme that has just been launched.

The group were also joined by **Nigel Biggs**, entrepreneur-in-residence at the University of Surrey and a member of STEP 1 (Surrey Team Enterprise Pilot) which is conducting a pilot at the University that is based on the Team Academy's experience during the current academic year.

This event was extremely successful – a truly wonderful evening!!!

FORTHCOMING EVENTS:

Thursday, 26th November, Kate Hopkinson 'Inner Complexity' : a fresh approach to being human



Kate Hopkinson

Einstein remarked that a problem cannot be solved by using the same kind of thinking which got us into it in the first place. We need to find a way out of this unhelpful circularity. Complexity Science is gaining ground as a way of understanding the dynamics of the world. However, much of our thinking about how human beings relate to the world, and therefore, the ways in which we approach the challenges we face, are still stuck firmly in the old paradigm models that feed this circularity.

This session will explore the concept behind inner skills and presents a fresh way of thinking about and working with inner complexity.

Three recent additions to her work give this session a particularly exciting edge.

- Using the inner skills approach to help enable behavioural change to mitigate and adapt to climate issues.
- News about a film about her work with the London School of Economics, including clients talking about their experience of applying Landscape of the Mind.
- A pilot study using brain imaging to explore the use of different inner skills and their relationship with different patterns of brain activation. This study has produced some intriguing and potentially very important results.

The research resulting from the brain-imaging study will set the scene for **a one-day SOL-UK workshop in 2010.**

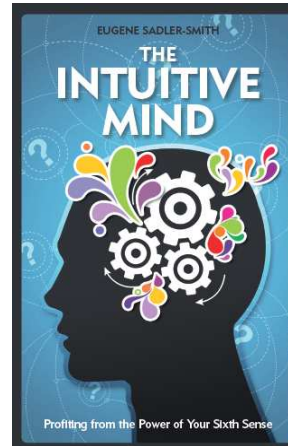
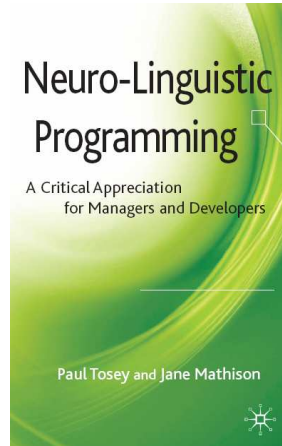
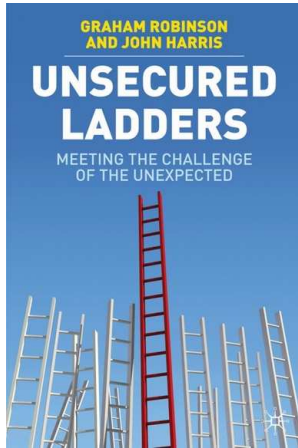
Meanwhile, the November seminar will involve informal input interspersed with active participation. By the end of the evening seminar, participants should be clear about whether they want to pursue this avenue further.

Wednesday 18th November 2009, Book Launch Event

Neuro-linguistic Programming, Paul Tosey & Jane Mathison

Unsecured Ladders, Graham Robinson & John Harris

The Intuitive Mind, Eugene Sadler-Smith



The University of Surrey is a valued, longstanding SME member of SOL-UK and this close association has led to another exciting event at University of Surrey. Autumn 2009 witnessed the publication of no less than three exciting and innovative new books aimed at managers, coaches and leaders all written by leading researchers and colleagues at the University of Surrey's School of Management's Centre for Management Learning (CML).

Three of the authors are also members of SOL-UK: Dr Paul Tosey and Dr Eugene Sadler Smith are SME members of SOL-UK and Dr Graham Robinson, a Visiting Fellow at University of Surrey, is also a SOL-UK Steward.

This Launch Event, introduced by one of the UK's leading management thinkers and writers Dr. Peter Honey, will give the authors the opportunity to talk about the importance of their books for leading and managing organizations in challenging times, and give you the opportunity to meet the authors and discuss the ideas behind their books.

Further details of both these events are on the SOL-UK website www.sol-uk.org
For further about SOL-UK, or to register for events please contact ann@sol-uk.org



GROUP 25

Towards the Thinking Organization

How would really a thinking corporation, NGO or network look like? What are the sustained abilities that characterize it? Let's try to learn from the greatest teacher of all: nature. Really, what is this that makes an organism in nature a thinking one? What makes it different from other organizations and qualifies it to be named as intelligent?

Let's look at the example of the basic and initial unit of life; the cell. There are two fundamental categories of cells: the prokaryotic with no nucleus and the eukaryotic, including a nucleus that guides the life of the cell. As the etymology of the words indicates eu- meaning good and equals to meta- in such cases, the evolved is the eukaryotic one. The eukaryotic cell

in our example is the thinking kind differentiated to the other kind by its nucleus which selects information from the rest of the organism, elaborates them and then sends info to its parts to act accordingly.

On another level, what distinguishes humans from other similar forms of life like animals? Many would answer "Logic/Rationale". If this stands true, then again we identify that the crucial factor is the ability to collect input from the whole organism (through the nervous system), think out and then again send info back to act accordingly.

In all these characteristic examples a movement of information or in other words a connection between the central unit of the organism and its various parts (including the environment) is taking place both before and after the literary "thinking" process. Consequently nature's thinking capacity lies at a two stages process: transfer of information and the actual thinking that takes place at the center of the organism (nucleus and brain respectively).

If we try to apply nature's teachings in a corporation for example, what would these two stages of the ability to think look like?

What we know for sure is that a thinking organization that will be the evolution of the current organizational forms will somehow manifest a constant and intense flow of info between its governing body and its various parts with environment considered as one of them. And if this is indeed an inseparable whole process and/or the flow of info is a kind of prerequisite for thinking, what kind of information loops' system or in other words what kind of decision making system could we create to serve that in an organization?

A small research for the needs of the Governance work group of the SoL Group 25 revealed that so far three types of decision making systems have been successfully applied:

- a. Center creates and governs its parts
- b. Parts create and govern their center
- c. The neutral "staying small" model, where center and parts due to size are almost the same.

If these are the various categories of the initial form, what would be the form of the evolved version that could correspond to the intelligent or thinking expression like the eukaryotic cell and the human being? What would be the model of an organization where the center governs its parts and the parts govern the center in synchronicity and harmony? Which would be the system with those feedback loops that cover the whole organization and also work in two directions at the same time? No doubt that we can find various examples of such two-ways effectively working information loops build in specific places of current organizations like the one between the financial manager and the CEO, but how it would look like the whole system of such information loops reaching the whole organization?

The closest manifestation of such an organization and the closest expression of such information loops' system is widely recognized to be the European Union model. Based on a 200 years old Swedish model where homogeneous parts created the center of their meta-network in order to govern themselves in harmony and with over 50 years of collective design among the greatest thinkers of the last century led by president Charles De Gaulle, the model that emerged for the "European Community experiment" also named Swedish+ model, still continues to develop. In this organization we can observe a wonderful system of information loops, interconnected, interacting and communicating constantly information back and forth between its 3-part center and its periphery reaching indeed the whole organization.

And now in the "information age", how could we use such a system in a smaller scale efficiently and effectively? Could such a 3-part center and such an integral loops system be created in a smaller organization and function productively without producing unnecessary complexity? Is it really the 3-part center the crucial factor in this model's productivity or just the combination of penetrating loops? And how much simplification could this system stand without losing its ability to serve the thinking process?

Let's make an attempt to "translate" the EU model in to smaller organizational forms - corporations and SMEs:

- a. The Council of Ministers transporting information between the head of each part and the center could be compared with the driving force and consequently in a corporation could be translated as the CEO's team (and the shareholders behind them) and in an SME could be the owner.
- b. The European Commission, the executing part of the center counting more than 18.000 employees and connecting the governments of the parts directly with the center, could be probably interpreted as the Board of Directors for a corporation and simply the employees in an SME.
- c. The European Parliament, the embodiment of the participative democracy connecting the basic unit of its parts directly with the center or in other words representing the "end user's interface" if we consider the employees as the end users of corporations and simply the customers in SMEs.

We can observe here that this governmental model draws links from three levels of corporate life and interconnects them into one central leading body serving in the best way possible the need of the organization to constantly see its whole self.

A lot of research has been focused on the importance of communication in organizations proving that to be the critical factor of its life cycle and resulting in a variety of tools and theories for improvement, leading us to the conclusion that we are indeed moving towards the thinking organization. On an InnovationLabs White Paper published jointly with A-CASA, L. Morris indicatively outlines: "When a company is small, top management is usually in direct contact with customers as a natural part of its role in the company. But as managers deal with the complexities of larger enterprises and multiplying layers of organization, they become further and further removed from a direct experience of the market. Without direct contact they are intuitively forced to rely on past experiences, and they have a progressively more difficult time hearing the voice of the market."

If we assume that such an information loops' system connecting the whole organization through its three representative instruments that constitute the governing body is created and properly placed in an organization, then will the internal links between those three parts work in harmony? Could we perhaps compare these internal links with brain's synapses that connect its two parts and the whole brain with the nervous system? Current neuroscience points out that the thinking process of human brain is basically sequential harmonious electromagnetic waves moving through its brain synapses. If such a correlation is valid then the second stage of the thinking process that we are exploring, the elaboration or "actual thinking" that we identified, will be the creative interaction and collaboration between the three instruments of the corporate governing body.

Summarizing we could say that the future thinking organization will have and operate through an integral system of information loops reaching the whole organization including its environment, gathering information for elaboration probably through the creative interactions between the three parts of its governing body.

And while we are moving towards the thinking organization, we might start really wondering what such an organization could do for us and our society.

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EXTRA

Here's a message from Cara Lynn who was introduced to Sanna by Sherry.

Leadership in Action (ALIA) Europe, 10-16 January 2010, Elspeet, Netherlands

As leaders who have glimpsed the possibility of another way, how can we support our organizations and communities to navigate successfully through these times? How can we help ensure that the dissolution of past reference points becomes an opportunity for an upward spiral of learning, innovation, and evolution rather than a self-defeating downward spiral driven by insecurity and fear?

Welcome to ALIA Europe, a six-day immersion in the fresh ideas, paradigm-shifting tools, and strategic conversations we need to guide our team, organization, or community through complex change. Choose one of eight 15-hour modules led by such thought-and-action leaders as Margaret Wheatley, Lasse Wrennmark, Adam Kahane, Peter Merry, Myrna Lewis, and Toke Moeller.

More information on this programme and the ALIA Institute see www.ALIAinstitute.org.

"The ALIA Institute combines in-depth cultivation of personal leadership with the organizational issues that are critical in today's global environments. Few other leadership programmes create such a dynamic, living laboratory of personal and collective learning." —Peter Senge, author, SoL Founding Chair

