

Challenge X

An innovation in the field of leadership development

What it is

- A leadership programme, that allows leaders to work on their business challenges and to develop the skills to create sustainable results in a difficult global environment.
- An environment that gives participants a multitude of perspectives and implementable options for actions.
- A lab that provides the learnings to get to grips with the intricacies of communication and the social process - the basis of every organization.

How it works

- The concrete and complex leadership challenges, unique for each participant are the X . They are central to the programme.
- Highly structured as well as unstructured settings and many iterations allow the emergence of a multitude of perspectives. This leads to a widening of the horizon and surprising options for action.
- Collegial coaching requires participants not only to inquire into their own challenges but also to immerse themselves into the challenges and perspectives of the other participants. A cross-functional - cross-cultural understanding emerges that represents a transformed paradigm for business and leadership.

How it got developed

- Challenge X is based on the consulting experience with some of the most complex projects of leading global companies and on research in applying results of complexity and social science to the field of organizational change.
- Challenge X got developed, piloted and validated in projects with innovative organizations in the automotive and aeronautic industry and in medicine.
- The development team included two of the leading researchers in the field of complexity and management, Richard T. Pascale and Douglas Griffin.

Appendix

1. Herrmann& Associates
2. References
3. Benefits, theoretical background
4. CV's
5. Conversation on Challenge X
6. R.Pascale, Key Ideas of Surfing the Edge of Chaos.
7. Interview Ronald Heifetz

Herrmann & Associates

- Is a global network of consultants, coaches and trainers that focuses on complex change efforts and works with the Challenge X approach
- Integrates strategy, business model and culture to help organizations create outstanding results
- Uses a participative approach that engages the wider organization in creating a compelling future
- Researches and develops methodologies in organizational change in co-operation with the Complexity and Management Centre of the University of Hertfordshire and Richard T. Pascale
- Works with several leading global companies

Benefits of Challenge X

- Helps deliver needed business results, where “X” is an individual’s and/ or team`s business challenge
- Explores the intricacies of the social, political, and business environments
- Crystallises the principles of knowledge sharing
- Provides space for reflection and strengthens an individual’s ability to think and set actions
- Builds the capacity to work from a bigger perspective and manage from the future
- Develops the competence to lead in cross-cultural, cross-functional settings
- Increases capacity to communicate
- Distinguishes principles of giving work back to people

Theoretical background

Challenge X works with only a few design principles. The focus on these principles emerged out of the discourse with the experts in the field of organizational theory who have worked on the applicability of complexity science to organizational change. In addition we have integrated insights from the social science and political science.







Essential design principles:

1. Challenge X focuses on relevant challenges that participants want to work on in the course. They work on challenges that require a reinvention of their ways to act. (Pascale, Stacey, Joas, Heifetz)
2. The distinction between technical and adaptive challenges and the understanding how they are interconnected in our daily lives. The focus is on the adaptive aspects. (Heifetz, Pascale)
3. The creation of as many as possible qualitative reflections with regard to the identified challenges with as many as possible different participants in structured and unstructured settings. The selection of groups in the structured settings happens randomly. (Kauffman, Goodwin, Stacey, Griffin)

Theoretical background

4. The facilitators do not take a lead in working the identified challenges. Their task is rather to support the participants to get a multitude of perspectives. It is not their job to find a solution. The judgement on options for action and the choice which actions to take stays in the full responsibility of the participants. (Stacey, Griffin)
5. There are settings that focus on pre-reflective, non-verbal dimensions of action. (Joas)
6. In addition to the individual work and the work in small groups, the open and facilitated work in the plenary is a context in which an experimental public space emerges. This is another field for inquiry and learning. (Arendt)

Technical versus Adaptive Challenges

- Technical challenges
 - Use and adaptation of known methods
 - High level of predictability and planability
 - Potential for conflict 
 - Misunderstandings 
 - Potential for innovation 
- Adaptive challenges
 - Creation and testing of new methods
 - Low predictability and planability
 - Potential for conflict 
 - Misunderstandings 
 - Potential for innovation 

CV Martin Herrmann

Martin Herrmann has been working in the field of organisational transformation for the last 15 years. He specialises in facilitating complex change, leadership programmes and senior executive coaching.

Martin was a partner with the DiBianca-Berkman Group and managing director for its European operations working on large-scale business re-invention. After the DiBianca-Berkman Group was acquired by CSC Index in 1994 he has worked as the Vice President for Cultural Transformation in Europe.

In 1997 Martin founded his own company, Herrmann & Associates, a global network of senior consultants, focusing on the integration of strategic, operational and cultural skills to help organisations create outstanding results. He has helped several globally operating companies to set up, implement and restructure mergers and joint ventures by addressing the social and political process as the key for success. In addition he does research in developing methodologies for organisational change using the paradigm of complexity in co-operation with the Complexity and Management Centre of the University of Hertfordshire Business School and Richard T. Pascale. He was the keyperson in developing the challenge X approach, a methodology for leadership development and coaching.

He has co-authored the German edition of Surfing the Edge of Chaos – Chaos ist die Regel.

CV Martin Herrmann

His clients have included Novartis, Bayer, GE Capital, BP Amoco, Shell, British Gas, Diageo, BMW, EADS, Airbus, Eurocopter, MMO2, Bae Systems, Eurofighter, Goldman Sachs.

Martin holds a M.D. from the University of Freiburg. Before his consulting career, he was a medical doctor and concentrated on the application of communication theory in psychosomatic medicine.

CV Douglas Griffin

Visiting Professor and Associate Director, Complexity and Management Centre Business School of the University of Hertfordshire, UK

Consultant: Corporate culture and organization development

Doug Griffin has worked as an independent organization consultant over the past 20 years and has also been employed at the Ford Werke AG in Cologne and for 3M Germany in Neuss in strategic personnel development and organizational learning services. In recent years he has specialized in the research and application of an approach which integrates insights into change processes coming from cultural and complexity theory. On this basis he has facilitated seminars and workshops for leading companies to promote awareness of the dynamics involved at the deep level of cultural change. This work has been done in both the German and English languages.

He has coached individuals and facilitated groups and teams across all levels in global organizations in raising awareness of the patterns in their behavior and the consequences of their ways of working. The goal of this facilitation and intervention is to encourage and support innovation.

Recent consulting work

The World Bank Group, Washington, DC (Complexity and the learning organization)
Degussa, Marl, Germany (Knowledge Management)
EADS (Leadership and Complexity)
BMW (Complexity: A new paradigm for training and development)
3M Europe (Leadership and complexity)

CV Douglas Griffin

Recent Publications

"Speaking of complexity in management theory and practice", with Patricia Shaw and Ralph Stacey. *Organization* Volume 5 No 3 August 1998. Sage: London

"Knowing and acting in conditions of uncertainty: a complexity perspective", with Patricia Shaw and Ralph Stacey, *Systemic Practice and Action Research* Vol. 12 No 3 June 1999.

Dealing with the Paradox of Culture in Management Theory. PhD Thesis, The Business School of the University of Hertfordshire, June 1998.

Complexity and Management: Fad or radical challenge to systems thinking?, with Ralph Stacey and Patricia Shaw, London and New York: Routledge 2000.

The Emergence of Leadership: Linking self-organization and ethics. 2002, London and New York: Routledge.

CV Peter Spang

Being a former tennis professional, Peter has developed a new method for coaching professional athletes and teams - Inner Coaching. From 1990 onwards he also used his methodology in the work with executives and teams. He is one of the pioneers of bringing the learnings of coaching in sport to business.

From 1992 -1999 Peter co-operated with Futures Unlimited, a UK based firm, specialised on leadership development and coaching programmes. Together they developed innovative change approaches for communities and non governmental organizations focusing on existing and yet unexpressed competencies of people.

Since 2000 Peter is co-operating with Herrmann& Associates, a global network of senior consultants. Herrmann&Associates focuses on the integration of strategic, operational and cultural skills to help organizations create outstanding results. He participated in the development of the Challenge X methodology, an innovation in the field of leadership and organizational development.

Since 1995 he has developed Zennis, a method that takes the learnings of meditation to the field of sports. His book *Zennis* got published in Germany and the US (Munich, 1999, New York 1998)

His clients have included: BMW, EADS, SWISS RE, Community of Liverpool, Community of Göteborg, Escada, OSKA, Medicine san frontiere.