

# Gebhard Borck

unleash the power of auto-organization

## Whitepaper Adaptive Activator



From a Me- to a We-Company by system.  
Unleash auto-organization in your company.



Bayernstr. 31  
75177 Pforzheim



+49 173 720 83 07  
+49 7231 78 61 87



[direkt@gebhardborck.de](mailto:direkt@gebhardborck.de)

# Common Sense

## Actionism leads to failure – Thinking helps

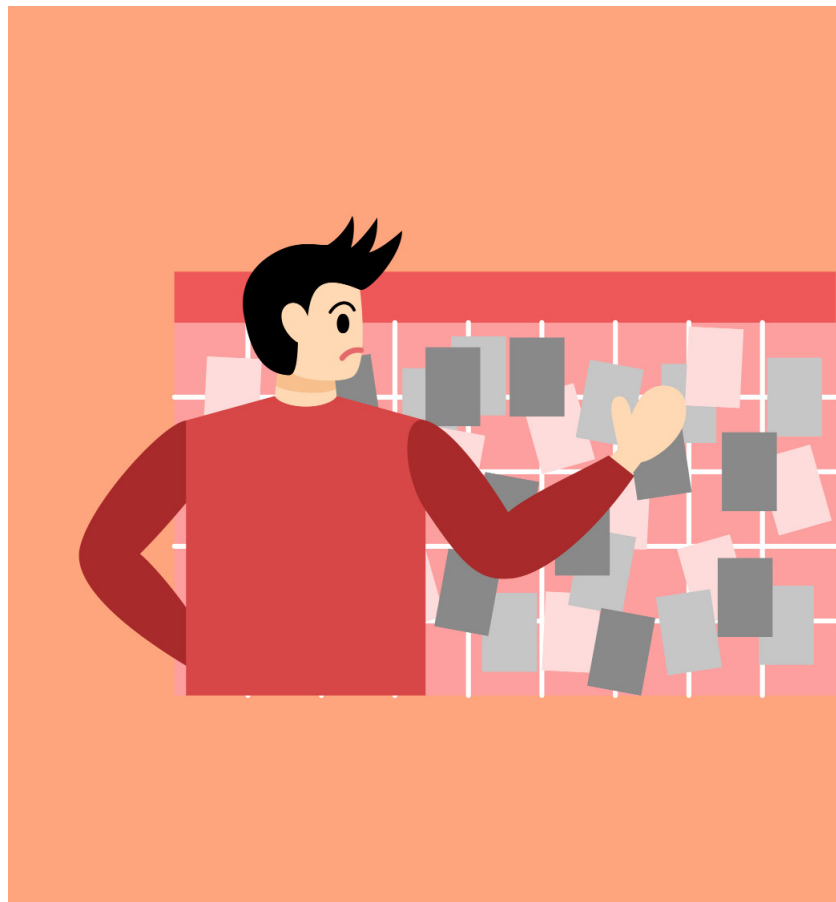
What companies have to do today. They have to save CO2. They have to become independent of gas. They have to secure jobs. They have to respond quickly to market changes. They have to keep their employees happy. They have to offer customers the perfect buying experience. They have to create meaning. They have to be sustainable. They have to...

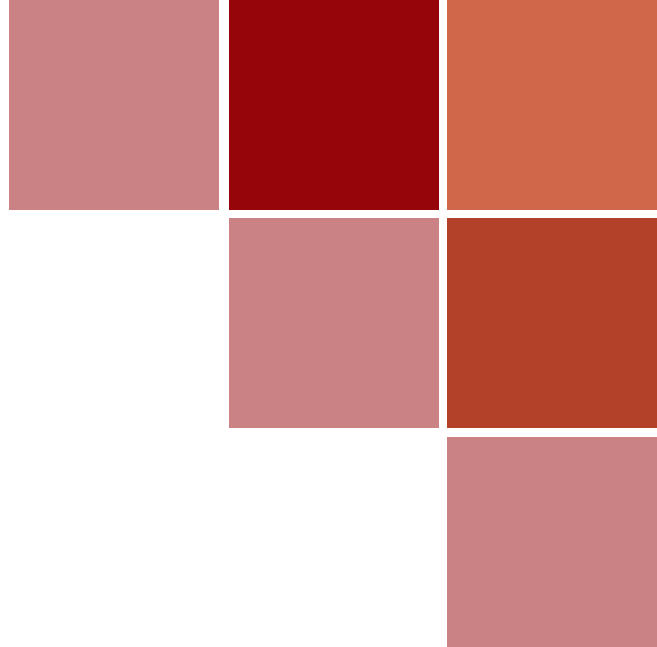
The litany can be continued almost infinitely. Surely I forgot quite a bit of what you still have to do. At this point, it would probably make sense, in the understanding of marketing, to explain what can be left out of all this. But I am concerned with something else. I'm thinking about how you can achieve all of this, if it's true! The usual reaction to such a conglomerate of requirements is the search for experts and the «right» methods.

### Method nonsense leads to actionism

No matter how we try to differentiate ourselves, my colleagues and I always end up in the pot of consultants, coaches, trainers etc. with you customers. So we are among those who are experts in something. So I am one for an alternative business administration. From us professionals, you then expect methods. And that is quite right. Because they promise to achieve predictable results by repeating certain work steps in the same sequence. The more requirements are imposed on your company, the stronger the desire for predictability. In radio, corporations call this planning security and demand it from politics.

And, let's be honest, it's great to follow a method. It reinforces the impression of doing something meaningful. We then know in the evening why the day was fulfilling. We perform. That is, we do exactly what the





performance society expects of us. But with so many different, sometimes contradictory requirements, that's total nonsense. Because it quickly becomes pure actionism.

Our most important tool in dealing with complexity and chaos is not the ability to execute plans. It is the ability to think. Thoughtless action allows us to move forward, but leads to exhaustion through performance. Thoughtful ...

## Acting leads to results and real progress

For this, it is often unnecessary to exhaust yourself. And that's good, because then there's energy left for the times when things get worse. And they are likely to come our way. You notice that your company is already trending towards exhaustion when no one has room for anything else besides the day-to-day business. You can only find appointments with each other in the next three to six months. Instead of standing together, many internally point fingers at each other and blame each other. If you need help with something, the rest are more likely to turn away than to join in. Therefore: „Stop looking for the right method. Start thinking sensibly!“ But how do you do that?

## Systematize common sense

We need a phase shift. Currently, most companies are in a phase where their people systematically shirk responsibility. So it is simply beyond the salary class of a saleswoman to also make personnel decisions. Just as a board member cannot be held responsible if subordinates are incapable of implementing his instructions correctly. Of course, this is exaggerated. But let's be honest, you spend a fair amount of your time making sure responsibility sticks somewhere other than with you. And that's good in this phase, because if you could be held accountable for anything other than

success, quartering, tarring and feathering and the obligatory running out of the village would follow.

But this is extremely unhealthy for your company. This shows in unqualified services. In shoddy products. In rampant control bureaucracy to avoid exactly that. In dissatisfied customers. In the growing pile of complaints. In declining customer numbers. In the increasing number of burn-out cases. In increasing occupational reintegration management. In a permanently high level of sick leave. In resigned employees who still draw their salary every month.

This list can also be continued for a while. But you already understand what I'm getting at. The question is, what is a healthy common sense for the company? Quite simply: „As many as possible think in the interest of the company for the company!“ As simple as the statement, as difficult it is to systematize in action. Therefore, here is a ...

## Short loop through the (company's) healthy common sense

I'll show you now what a healthy brain can achieve. The competence is called self-regulation. Prof. Dr. Kuhl describes it in his PSI theory. It's about keeping our active and passive brain regions in balance.

The great thing is, what works for us can be transferred to organizations. But now we em-

bark on the journey through a healthy common sense.  
 Suppose your risk detector (Kuhl calls it OES or Controller) goes off. You're completely out of breath after taking the stairs instead of the elevator in the shopping center. You look down at yourself and realize: „I have more than just a few extra kilos. I have a radical lack of exercise for months.“

This realization takes place in your self (abbreviated in Kuhl with EG or Leader). There you also reflect that you want to have this differently. The combination of overweight and lack of exercise is not you. So you decide to change something. But what? Of course, since you love to eat, it comes down to more exercise.  
 So you consider when and where you can naturally incorporate efforts into your everyday life. Kuhl calls this the IG or the Logician.

*Thought = done*  
 In the so-called IVS (wo:man of action) by Kuhl, you implement what your IG thought of.

Three weeks later, you're not even breaking a sweat as you ascend two flights of stairs on foot in the shopping mall. By now, physical activity has become part of your everyday life again. You, dear reader, think I'm oversimplifying? Well, let's face it. The pathway remains the

same. Let's say you fail to integrate sports into your daily routine. Then your alarm (in the form of the OES, or Controller in Kuhl's theory) rings again. In the next round of brain activity, you may try a fitness studio. When that also fails, you discover your love for dancing. In the end, you find your true self on the dance floor.

**What your brain can do- your organization can do even better**

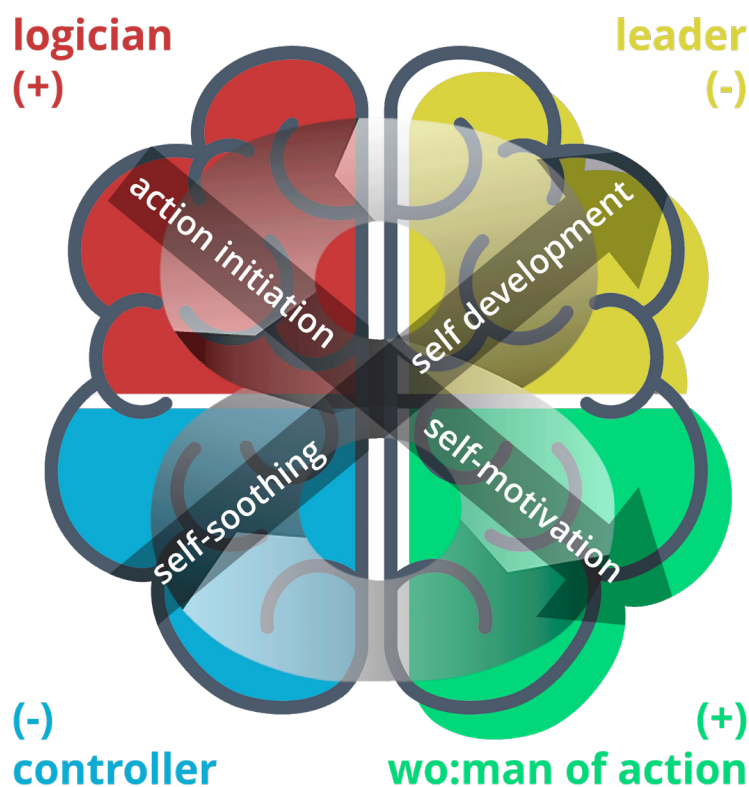
At this point, it's crucial to transfer these four stages to organizational thinking.

We call the OES (Controller) the Power of Ownership. You might know it as Controlling. We refer to the EG (Leader) as the Inner Compass or Company DNA. We carry out catalytic designs in the IG (Logician). And at IVS (wo:man of action), we engage in decision-making design. But the systematics are the same.

People in businesses act based on their decisions, and at best, they subsequently check (Power of Ownership) if the results are beneficial for the company.

*If so, just keep going.*

If not, then they should contemplate to what extent the company can sensibly adapt to the new situation (Inner Compass/Company DNA).



Once we have that figured out, we consider what and how to change in our behavior (Catalysis Design). It makes sense to differentiate between daily operations, structure, and strategy. With a little practice, teams can very well shape their everyday lives independently.

For structure and strategy, we recommend specially developed process designs that fit the tasks at hand. These designs involve collective decision-making (Decision Design).

People then start to act in the new way. Of course, we then check if the results are now beneficial for the company. This way, the cycle completes itself.

All this is done by the people, without directives, without remote control, without static target specifications.

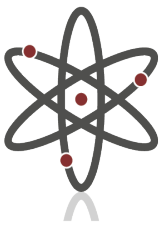
In further whitepapers, we will discuss the four mind tools and the role of adaptive activators in detail.

Therefore, I just want to ask at this point:

*„Do you really want to continue shifting responsibility away from yourselves?“*

*„I know: „A healthy common sense can handle responsibility - with ease!“*

### Catalysis-Design



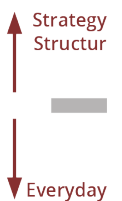
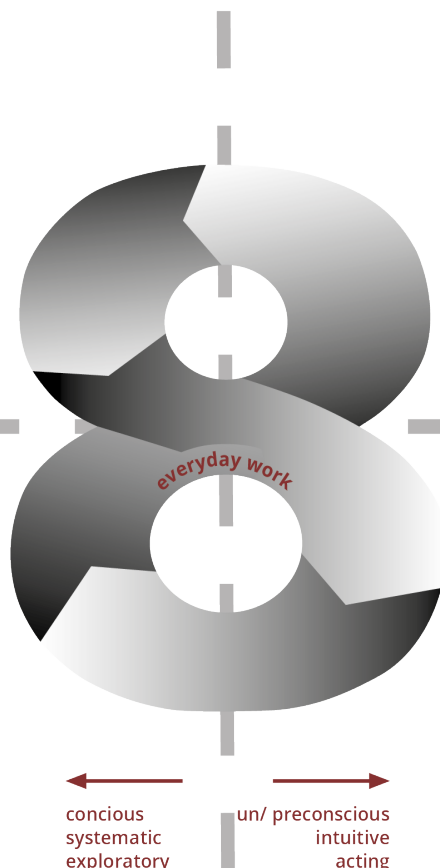
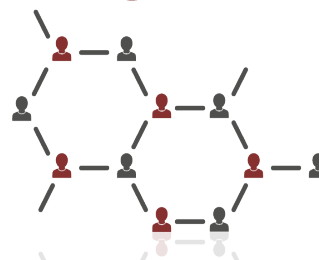
### Power of Ownership



### Inner Compass / Company-DNA



### Decision Making - Design



# Thank you



## Contact us

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Bayernstr. 31  
75177 Pforzheim  
Germany



+49 173 720 83 07  
+49 7231 78 61 87



direkt@gebhardborck.de  
info@gb-komm.de

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