Gebhard Borck

unleash the power of auto-organization

Whitepaper
Catalysis-Design

We engage
for collective success

Healthy Cooperation

Leverage the intelligence of your employees for stable success

For over twenty years, I have guided executives through their transformations. During this time, the top three problems remained unchanged. The following statements reflect them: „We have a communication problem." „I can imagine this working for our academics. They understand. But what about the guys from production? Their understanding of German is limited." „Currently, we are in survival mode. Once we are out of it, we will have our heads free for changes again."
In this white paper, it's all about the thought tool of Catalysis Design.
I will show you, through four changed behaviour patterns, how your company becomes effective through self-efficacy. The first pattern break is crucial for this::

Inclusion beats persuasion

Every organizational change eventually follows one or more concept(s) and uses method(s). They set a framework. They ensure quality. They guarantee results. If you want to achieve this with common sense, stop:

- picking up people.
- moderating in a certain direction.
- convincing someone of something.

Instead, you can include them.

Demand from them to think for themselves. Let them judge themselves instead of judging you. And hold them to their word. Check if you are behaving according to your own statements. To achieve this, it helps to break another pattern.

Starting without a plan

Just last week, a CEO asked me:

„How much percent of the solution should we know before the employees get on board?"

My surprising answer to him:

„Ideally zero."

I'm fully aware that this is practically impossible. Yet it would be an ideal starting point. This is precisely where the greatest difficulty arises in applying concepts and methods. In their typical manifestation, many of them anticipate solutions. Yes, they are chosen for exactly this reason.

Whoever prescribes them secretly desires a certain outcome. One that suits him/her. One that he/she understands. Common sense works differently. It reaches its peak performance in open-ended questions. To achieve this, it is necessary to adapt concepts and methods so that they fit the situation and problem without anticipating solutions. If we then use groups for clarification, the third pattern break happens almost by itself. Because then ...

we burst individual thinking limits

If you succeed in doing this, the wisdom of crowds emerges from the peak performance in thinking of individuals. It achieves meaningful results for the company. Now, the self-efficacy of colleagues transforms into entrepreneurial effect. Without a big overhead, responsible action takes place. The fourth pattern break gives this a meaning. Namely, when communication about upcoming difficulties ...

starts before the decision for a solution

Because only in this way can you integrate resistances that exist against one or other solution proposal. This differs fundamentally from convincing someone.
If we are included during the development of the solution, we humans do this automatically, within the framework of systematic solution search. To make it good despite everyday work, I recommend so-called process designs from me. In them, you design steps that are consistent with the context. These serve, depending on the situation:

- exchange
- knowledge gain
- reflection

- idea development and/or
- problem-solving

And they work well for small to huge groups. You can certainly imagine how such designs blow up the standard settings of concepts and methods. Therefore, there is no one-size-fits-all here.
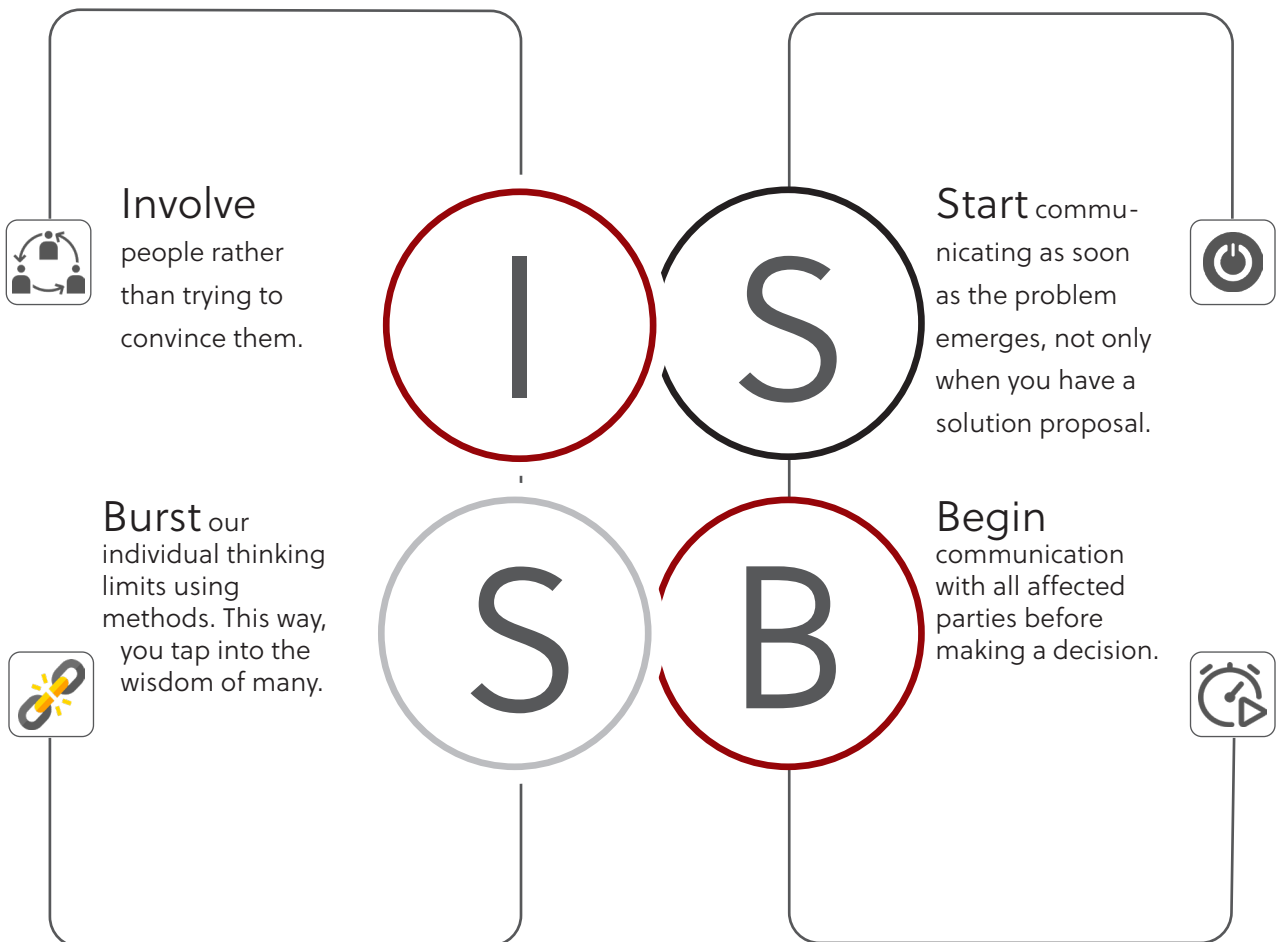
This way, a company that builds on common sense always retains its very own DNA. At this point, the catalysis cycle that I showed in the Adaptive Activator Whitepaper flickers seamlessly transitions into meaningful decision-making, which I describe in the Decision Design whitepaper.

„How long do you want to continue looking for the method that fits your solution?

I know: You can solve all problems if you invite people to participate early on."

With 4 pattern breaks you create the best Catalysis Design

These four changed behaviours ensure a high quality of collaboration in your company. From them arises a welcoming, inclusive communication. Working in large groups enables very good results. Irrespective of education level and far from cultural prejudices. But the best thing is. It works especially well in times of crisis for the benefit of the organization. Because, as described here, it saves time and gives serenity. Therefore::

Involve people rather than trying to convince them.

Start communicating as soon as the problem emerges, not only when you have a solution proposal.

Burst our individual thinking limits using methods. This way, you tap into the wisdom of many.

Begin communication with all affected parties before making a decision.

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Thank you

Contact us

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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