Peter Wollmann
Frank Kühn
Michael Kempf
Reto Püringer *Editors*

Organization and Leadership in Disruptive Times

Design and Implementation Using the 3-P-Model

Springer

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Editors

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the 3-P-Model

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About the Authors

Markus Beer has been supporting managers and their teams in complex change processes as an internal and external change manager for more than 20 years. In doing so, he draws on his experience in different sectors (retail, industry and consulting), different corporate functions (supply chain management, operations and human resources) and positions (project manager, manager and consultant). Markus is convinced that organizations and their members are successful when they continuously challenge their strategies, structures and processes while trying out and practising new forms of leadership and collaboration.

Philipp Bosselmann has been an experienced management consultant for over 15 years. Being trained as a physicist he started his professional career leading product development projects in the semi-conductor industry. Working as a management consultant since 2004, he first took a deep dive into process improvement, coaching projects and managing efficiency programmes in various industries. In the past 10 years, he has explored the emerging new innovation methodologies and ways of working and co-developed a unique innovation project management approach. Following the mission "help making good ideas change the world for the better", he co-founded SPROUT consulting in 2014, as an innovation platform for entrepreneurs from small and large technology companies. Philipp has been deeply involved in over a hundred innovation projects, providing focused acceleration and steering support, introducing new ways of working at project team and management team level and improving collaboration across organizations.

Nicole Hoenig de Locarnini is an executive consulting professional with one of the leading strategy firms focusing on organizations for the future and enabling lasting change. To date, she has devoted her professional life to developing deep technical insurance/reinsurance expertise at a major global insurance company (she originally trained as an actuary) and later leveraged this, matched with a diverse skill set in strategic transformation architecture and execution, operations, innovation, digital enablement and people and organizational design within the management consulting industry. Her work spans companies and business units within the financial services, life sciences and manufacturing producing industries. To satisfy her continuous passion for learning and growth, she has graduated in Consulting and Coaching for Change on the Specialized Executive Masters/MBA Program at the Oxford Saïd Business School and HEC Paris.

Giancarla Domini is an oenologist who has worked in famous wine companies in and outside the Piedmont region. She initially started working in industries unrelated to wine, e.g. in the arts and communication such as jewellery, radio and other related industries until she decided to follow her primary instincts and focus on the science of wine. Her broad experience and knowledge of the wine business covers several regions, beginning from the centre of Italy, through the Piedmont hills, to Virginia, USA. Through this intensive journey she has been able to gather different scientific experiences and insights worldwide. Now she works very closely with the well-known winery, La Mondianese, trying to create the perfect balance of wine and terroir. Her dream is to make a harvest in Australia before retirement.

Dieter Fellner is a qualified engineer for fundamental and theory in electrotechnics and biomedical engineering and has more than 30 years of professional experience in the area of the healthcare market. During his studies at the Vienna University of Technology, he worked at SIEMENS Medical Technology in the development of the latest magnetic resonance imaging. He started his professional career at PHILIPS Medical Systems in Hamburg and then led the development and introduction of the latest medical laser systems in Europe and Australia at KAPSCH Medical Technology.

He was able to further expand his leadership experience in the fields of intensive care, cardiac surgery and cardiology at the companies BAXTER and GUIDANT (now Boston Scientific). In his position as Country Director for Germany at EDWARDS LIFESCIENCES, he experienced the intensive journey from a listed spin-off MedTech company to a rapidly growing, patient-focused MedTech company in a top 30 global position. He strives to develop employees and drive innovation.

John Gray started leading technical accounting and business intelligence initiatives in Canada for Mozilla and Munich Reinsurance Company more than 7 years ago. In the past year, John has transitioned into IT application development and relocated from Toronto to Munich to become the latest Digital Finance team member. John competed in ice hockey at the level of Junior A throughout Canada and the USA, as well as holds a bachelor's degree in economics and a professional designation in risk management.

Dieter Haselbach is a sociologist by training, cultural advisor and researcher for more than 20 years. He taught sociology in universities in Canada, England, Austria and Germany. He is Managing Partner of ICG Culturplan, then Managing Partner of ICG Integrated Consulting Group Germany and now Business Partner in this company. He is Director of the Centre for Cultural Research in Berlin, develops business concepts, planning processes and strategies for institutions and local authorities and supports change management in public administration. He is Certified Systemic Interactive Coach. He created a furore as co-author of the book *The Cultural Heart Attack* (in German).

Paul Hombach is a musician, Improv actor and science communicator living near Bonn. He studied music, theology and geography at Bonn and Cologne Universities. As a certified teacher, he became a professional Improv player at the Springmaus Improv-theatre group in 1991 with broad experience in shows both for the public and for companies. He uses his knowledge and enthusiasm as an improvisational theatre trainer, editor of astronomical magazines and science speaker in English and in German. Paul is the founder of

"Meeting Music" - he attends congresses, conventions and workshops where he turns topics and key points of events into improvised songs.

Janina Kempf is a young professional who explores the intersection of international cooperation and digital development. Working with the GIZ (German development agency), she found the perfect spot to combine her drive for innovation and her passion for working with people from all around the globe, while being at the pulse of development politics. Within the organization she works in two positions, which complement each other: First, she is an advisor to the German Ministry for Economic Cooperation and Development and advises the unit which is concerned with the digital transformation of the global south. Second, she is a so-called IT Partner for the biggest department within the organization and supports the digital transformation of the department and beyond. She studied European Studies at Maastricht University and International Relations at the "Institut Barcelona d'Estudis Internacionals".

Michael U. Kempf has been an experienced management consultant (www.kempf-cp.com) for over 20 years. The driving force of his professional activities is his strong ambition to design processes and organizations in a sustainable manner. He relishes identifying key challenges, diagnosing complex relationships and assisting in shaping the future. Gaining experience and learning something new are indispensable parts of his life, which is why he likes to seize new opportunities. He began his career as a carpenter before studying social work, education and business administration. His career has spanned various jobs in social work, 10 years as a manager (HR and logistics) in industrial and retail companies and, since 1998, in advising people, leadership teams as well as working teams and organizations that are all very different. Michael has co-authored numerous publications in the field of leadership and organizational development.

Sebastian Kespohl has been working as a project manager and project portfolio manager in different verticals, mainly telco, FMCG and ecommerce in a highly tech-driven environment. Nowadays, he is a managing director of a regulated financial institute providing payment services to ecommerce merchants, for small and medium businesses up to the big global players. Sebastian has an educational background in bioinformatics and holds an executive MBA and a Certificate as an International Senior Project Manager, IPMA.

Frank Kühn has been supporting companies and institutions for many years in the areas of organization and leadership, change and project management. He brings his experience to developments such as the three-pillar model and systemic setting checks. Frank has a doctorate in work science. After leading positions in research and industry, he was a partner at HLP in Frankfurt and the ICG Integrated Consulting Group in Berlin and Graz. Today, he is an independent consultant, is a business partner of ICG, and is associated with other project partners and think tanks. He has published numerous articles in management journals and books.

Daniel Kunstleben has been the managing director of FABIDO since 2017. After studying political science, sociology and pedagogy in Münster and several years of professional experience in state politics, he held further positions as a personal assistant to a district manager and as head of department for central controlling in a district administration. Subsequently, he worked as a deputy mayor and department head for education, youth, social affairs, sport and culture of a medium-sized town in North Rhine-Westphalia before he finally came to Dortmund.

Christal Lalla is a certified sommelier, working in Italy, Germany, China, France and the USA since 2010, frequently as an international judge for tastings. She has established a fast-developing, innovative business around wine, wine services and wine education under the name VinAuthority and The Wandering Sommelier as well as providing out-of-the-box leadership training. Her approach, which is grounded on the premise that wine drinking is a holistic experience and event for all of the senses, including the winemaker's philosophy, motivation and techniques, the visual and haptic sensations of the vineyards and the cellars with their barrels and the taste of the wine combined with food pairings—and with well-fitting music or acting. Christal is also author of several manuscripts describing the connections between vinification, wine, spirits and food pairings.

Susanne Marell is CEO of Hill+Knowlton Strategies in Germany. Before joining H+K she was Managing Director at JP KOM and prior to that she served as CEO of Edelman for six years, overseeing the acquisition of and merger with ergo Kommunikation. After her studies, she started her career as a consultant with the agency Kohtes and Klewes (now Ketchum). In the following years, Susanne worked for companies such as Schering, Hoechst and Aventis CropScience. As Head of Communications and Market Services, her responsibilities included strategic communications support for merger and acquisition activities. In 2000, she moved to the chemical company Cognis and, as Vice President Corporate Communications, took over the management of worldwide corporate and sustainability communications. Following the acquisition of Cognis by BASF in 2010, Susanne was responsible for global brand management as Vice President Corporate Brand Management at BASF in Ludwigshafen. Susanne is a certified systemic consultant and change expert. She has many years of international experience in communications, marketing and sustainability, both on the corporate and agency side. In addition, she is co-founder of the German network of "Global Women in PR" and has built up the initiative "Next Gen Leadership" as a member of the extended board.

Lilian Matischok has a degree in mechanical engineering and is a systemic thinker and developer by vocation. Her favourite professional "brief job to be done" is connecting the dots of business strategy, product architecture and organizational development to holistic transformational programmes. She worked over 20 years as a manager, engineer and internal consultant at Robert Bosch GmbH in the automotive and in the industrial technology business area. Since 2020, she supports as a freelancing consultant for manufacturing companies in transforming from a brick-and-mortar business with tangible products towards digital and service business models and in collaborating successfully in platform-based ecosystems.

Mersida Ndrevataj is an architect and urban planner, currently working on a PhD in Urban Planning and Public Policy at IUAV University of Venice. Her professional objective is to help better shape the built environment through a multidisciplinary research-based and human-centred design process. To this end, she is involved in several academic research projects and works in the field of environmental psychology.

Reto Püringer has worked for more than 20 years in the banking and insurance industry. He has held various senior positions in global companies. His practical experience ranges from strategy development, business model design, product/proposition development/management, enterprise-wide portfolio management, program/project management, operations/IT management and large-scale change programme delivery to financial/actuarial management over different geographies and time zones, hierarchies and units, cultures and systems. Reto has managed multinational and multicultural change and transformation endeavours across the globe and managed teams of various sizes both on-site and remotely. Reto holds a degree in economical informatics and marketing and completed an Executive MBA at the University of Zurich.

Benjamin Rausch started leading global M&A, equity and corporate finance transactions more than ten years ago. For the past five years, Benjamin Rausch has been driving corporate performance management and developing software for financial organizations that enables faster and more effective strategic and financial decision-making. Benjamin graduated and received his doctorate in business administration on forward-looking corporate valuation techniques. Thereafter, he joined Rothschild's global advisory practice in Frankfurt and later Munich Reinsurance Company in Munich.

Ehssan Sakhaee is a passionate educator, engineer, philosopher and cartoonist, currently a lecturer and the Director of the UG Leadership Program at the Faculty of Engineering at the University of Sydney, Australia. His interests and passion lie in the area of personal and leadership development and helping people live more meaningful lives. He received his bachelor's and PhD in engineering from the University of Sydney in Australia. His career spans engineering, management and leadership consulting and research and higher education across Japan, USA and Australia. He has published works in engineering, leadership and management in project management as well as stories and poetry.

Jürgen Scherer holds an MBA and PhD from Cologne University in Germany. He has 30 years spanning broad industry experience in executive positions for global corporations in Germany and the USA, namely FMCG company Henkel, specialty chemicals company Cognis and industrial packaging company Mauser. He has been on the Cognis Executive Committee, was the Legal Representative of Cognis Germany and has led as Cognis Group Vice President the Corporate Sales/Key Account Management as well as the Supply Chain Services organization. He has published various papers in academic journals and readers and has presented business-to-business management topics at leading business schools and international conferences. Since 2019, he is a Business Consultant and Coach with www.bxb-exchange.com.

Marie Theres Schmidt studied Health Economics at the University of Rotterdam and SDA Bocconi School of Management where she graduated in 2012. She specialized in market access of pharmaceuticals and medical devices throughout her professional career and has led pricing and reimbursement processes for innovative medicines and medical devices for global companies. As Director Market Access and Government Affairs at EDWARDS LIFE SCIENCES, she is developing strategies to ensure patients' access to innovative, best-in-class medical technologies while pursuing political engagement for structural heart disease. Her projects are driven by strong cross-functional collaboration across organizational entities and healthcare authorities, always engaging multiple disciplines in decision-making processes. With her international working culture, she effectively manages diverse teams and projects in changing environments.

Lisa Schulze worked as an educational expert in a number of day-care facilities of FABIDO (family-complementary educational institutions for children in Dortmund) caring for children between 0 and 6 years, most recently as deputy head. During this time, she also completed her Master's degree in Elementary Education and Management in Social Economic and Diaconal Organizations. One of the major subjects was change management. This was followed by further training as a systemic consultant and then a transition to personnel development at FABIDO.

Jan Sølvberg spent the first 15 years of his work life in the ICT industry as a trainer, leader, project manager and consultant and the next 15 years as an organizational development consultant specializing on improvement and change processes, leadership development and coaching. Today, Jan is a senior consultant and partner with Innotiimi-ICG (Integrated Consulting Group) and President of the Norwegian chapter of International Coaching Federation (ICF). Inspired from emerging agile trends in software development that focus on closer customer involvement and shorter development cycles, he transfers those elements to organizational life and incorporates it into his professional work, feeling there a close connectivity with his clients.

Thomas Thirolf was born in Munich in 1963. He studied economics at the University of Augsburg. After obtaining his degree, Thomas completed a trainee programme at Hypobank, subsequently working in the credit and corporate banking department. He also worked in the central project office during the merger of Hypobank and Vereinsbank. Thomas joined Munich Re 2001, becoming Head of Finance/Primary Insurance. In 2006, he became Head of Group Controlling. His main responsibilities are capital management (dividends, share buy-backs), performance and investment controlling of the business fields reinsurance and primary insurance as well as the development of economic steering methods. In this function he reports to the Group CFO and Member of the Board of Management, Dr. Christoph Jurecka. For the last 5 years, Thomas is further responsible for the Digital Finance Platform, which was set up and led by Benjamin Rausch.

Stefan Turnwald has been an experienced functional excellence and learning and development expert for more than 20 years in the pharmaceutical industry. He started his career as a commercial representative. After switching into the learning development function, he continuously grew his responsibilities and the geographic span of his activities. Stefan is driven by the continuous transformation and improvement of the interface of the pharmaceutical operation to external stakeholders. With his holistic approach, Stefan strives for the transformation of organizational structures, functions and business procedures for patient-centred and customer-focused way of working. He has managed and contributed to several change and business transformation projects at local, regional and global levels. His career has spanned roles and projects in established operations of various sizes as well as in start-up organizations. Stefan studied biology at the Friedrich-Alexander-University Erlangen-Nuremberg, Germany. Currently, he works and lives in Central Switzerland.

Jutta Wenzl is Head of Global HR at KraussMaffei Group, a manufacturer of machinery and systems for the production and processing of plastics and rubber. After her business studies, she started her career at Henkel and joined Cognis right from the start, when it was carved out from Henkel. During her time with Cognis, she held several operational and strategic HR roles. After the acquisition by BASF, she supported the Cognis integration being responsible for the Global HR integration before joining H.C. Starck, a leading supplier of technology metals, as Head of Global HR. Jutta is a certified systemic and hypno-systemic consultant and change expert. She has many years of international experience in HR, particularly in personnel and organizational development.

Georg Wiesinger develops and realizes innovative products for interior design. His focus is on integral, synergetic solutions for acoustics, lighting and cooling in rooms with special challenges, e.g., for open plan offices. He has extensive project experience as an engineer, architect and facility manager and is an all-rounder for the special challenges of holistic solutions along the property lifecycle. He obtained his doctorate in mechanical engineering and is a specialist for process-oriented planning and quality management. After performing leading roles in re-search and industry, he founded his own company BPE GmbH.

Peter Wollmann has been a responsible manager, initiator, mentor and facilitator in large, predominantly global transformations and strategic developments for almost 40 years. His specialties are the implementations of the three-pillar model in organizations and focused setting checks to identify strengths, weaknesses, opportunities and threats and facilitate optimization measures. Since 2017, Peter has been working independently on organizational projects and future initiatives. After graduating in mathematics and physics from the University of Bonn, he began his professional career at Deutscher Herold, then part of the insurance group of Deutsche Bank. Later he took on strategic leadership and most recently was programme director for global transformation in the Zurich Insurance Company (ZIC).

In his professional network, he has leveraged his experience and strategic thinking to the development of various leading companies. He is the author and publisher of a number of books and articles on strategy, leadership and project and project portfolio management. He is also the founder of wine business: VinAuthority.

Julia Zirn is an experienced consultant and coach with cidpartners, a renowned organizational consultancy for the facilitation and implementation of strategy and change processes located in Bonn and Berlin. Julia has been advising companies, teams and executives from a wide range of industries, whereby "Integrating Perspectives" is always at the heart of her client projects. With curiosity about people and an analytical eye for processes and structures, Julia facilitates and advises on the development of powerful solutions for complex challenges. Julia studied international business administration, sociology and cultural studies in Frankfurt, London and at Zeppelin University in Friedrichshafen and has been published in the *Journal for Organizational Development*, among others.

Part I

Introduction Chapters

In the two introduction chapters, the editors explain the purpose and trigger for the book as a further development of the approaches and experiences previously published in 'Three Pillars of Organization and Leadership in Disruptive Times—Navigating Your Company Successfully Through the 21st Century Business World' (Wollmann et al. 2020), i.e. on the one hand extending the scope e.g. to the public sector, and on the other hand stronger focusing on concretization and practical application in diverse industries.

Furthermore, the editors explain the structure of the book using various categories of use cases of the Three-Pillar Model (abbreviation: 3-P-Model). They give a brief overview of the essential contents and results of the various contributions, frame them and make the mutual links between the articles transparent. It becomes clear that the application of the model, as described in the previous book, has made further, important progress.

From a Retrospective to a Perspective View

Peter Wollmann, Frank Kühn, Michael Kempf, and Reto Püringer

Abstract

The editors explain the purpose and trigger for the book as a further development of the approaches and experiences previously published in the *Three Pillars of Organization and Leadership in Disruptive Times: Navigating Your Company Successfully Through the 21st Century Business World* (Wollmann et al., Three pillars of organization and leadership in disruptive times – Navigating Your company successfully through the 21st century business world. Berlin, Springer, 2020), i.e., on the one hand, extending the scope to the public sector, for example, and, on the other hand, focusing more strongly on concretization and practical application in various different industries.

The reason for the desire to continue work on the three-pillar model (abbreviated in the following as "3-P-Model") is the success in initial applications of the model in practice and the encouragement from numerous discussions with decision-makers and users experienced by the editors and authors of the previous book. Additionally, the "corona crisis" that happened while writing the book has underlined the relevance of the three pillars, the strength of the model, its universal applicability, and its value in finding solutions that work well even in

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extreme situations. This includes learning and developing for future challenges but also the growing awareness of people of the social purpose of organizations, the shared willingness to travel under unknown conditions and to experiment with how we can connect our resources even under unusual constraints.

In this chapter, a detailed recap of the 3-P-Model is documented, especially for all readers who have not read the previous book.

1   The Starting Point

Some days after the publication of our previous book with Springer (Wollmann et al. 2020) (Fig. 1), a representative number of the community—from this book and the previous one, all the editors and a large number of authors—met in mid-October 2019 for a workshop in Montalcino to discuss the lessons learned, to exchange first experiences in application and discussions of the 3-P-Model, and to decide the next steps (Fig. 2).

The development of the new 3-P-Model (for a quick recap, see below) and the writing of the book took more than 2 years and a lot of personal and virtual interactions, explorations, and applications to reach the necessary maturity. What now seems to be a quite simple and self-evident project was not at all like this in the beginning. The intensive engagement and the approach to develop the model step by

Fig. 1 The book published by Springer in 2020 and the editor and author community

Fig. 2 Impressions from the Montalcino workshop: retrospective on the former book process, approaching the new book (Photos by authors, used with permission.)

step led to constant new insights and understanding as well as to encouraging experiences concerning application of the model in various contexts.

Though this process was demanding, it created a high level of enthusiasm in the group which, on the one hand, led to a significant increase in the size of our community and, on the other, to the strong will to further tackle the topic, which meant covering a wider range of practical applications, widening the scope beyond enterprises to institutions, e.g., in the public sector, and further involving the societal relevance or "public value" (Moore 1995; Meynhardt 2009)—i.e., stressing the

value-added for society as a whole by all sorts of organizations, e.g., enterprises, the public sector, global and local institutions, churches, and NGOs.

As a result of the review of the first book and the retrospective look at the process, all members of the community at the Montalcino workshop agreed that the success factors from the previous book should be maintained:

- Strong linkage of the chapters and articles of the new book to the daily work and experiences of people: Which new insights arise from the perspectives of sustainable purpose, travelling organization, and connected resources? What lessons learned and takeaways can be helpful for future situations and the overall transformation?
- Prevention of too strict, abstract, and dogmatic definition of ideas, concepts, and terms, but expectation of precise clarification, comprehensibility, and usability, e.g., through practical cases.
- Being mindful to involve cultural aspects that determine the success of any transformation process: How do they influence the way the three pillars are applied and how should the pillars create impact?
- Interconnecting authors and articles with certain interfaces to cooperate and align themselves—which means applying the three pillars to our own tasks.
- Keep diversity and freedom for the authors as a precondition for creativity—but referring to the 3-P-Model should be mandatory to develop joint knowledge from its application.
- Working on our model and its application needs vivid, regular, and frequent community discussion. This includes community events to jointly evaluate the maturity of the articles and align them, which we started to continue at the virtual level.

At this point, the overarching general purpose of the new book was to place the 3-P-Model in even more concrete terms, extend the number, range and areas of application, and summarize experiences to date.

This was before the "corona crisis" started, and our global society, not only the business world, was forced to embark on a challenging journey into the "known unknown." Now the purpose of the book has taken on an additional dimension as the meaning and importance of the three pillars has been underlined and even needs to be extended:

- Regardless of whether it is for commercial enterprises, public institutions, science, or NGOs, these days it seems impossible to reasonably define their purposes without connecting them to societal concerns or their "public value"(even more obvious in the Covid-19 pandemic starting in 2020). Nor is it possible to neglect or ignore intensive discussion about their real purposes in the future and how they relate to each other, in their ecosystems, and in the global contexts. Additionally, thinking in risk adjustment and business continuity management categories might impact on the calibration of purpose definitions. So, it is understood that the

purpose in general must be rethought in and after the Covid-19 era to understand potentially necessary changes.

- It is impossible to regard the mindset and concept of a travelling organization only as a desirable option. A global journey has been started; we have to face it and the need to manage it in a responsible way, in our ecosystem and its global context. We are learning that starting journeys into the unknown or even "unknown unknown" are not preventable, for anybody. Such journeys can take dramatic turns that many of us could not have imagined so far. In the Covid-19 era, every individual, group, and organization is part of this journey and should be reviewed after the pandemic because our past normality will not be our future one. The global crisis will be—and this is evident—for most organizations, the major phase in their development and transition for years, even if they only struggle for survival. In any case, one thing is obvious: crisis becomes a significant part of the journeys—since other crises, such as climate change or migration, also must be coped with.
- It is impossible not to redefine connectivity demands and connection points in the society and in companies' and institutions' ecosystems with their world-wide partners. The new digital collaboration tools and practices or the reconfiguration of supply chains but also political influences and global crises as described not only are connected with each other but also highlight the need for joint action over decades. We have experienced that the connectivity of all our resources is crucial, going beyond national boundaries and closed-shop mentalities. Strong overarching global and local communities are more important than ever.

That means that the new book will be able to provide some valuable stimulation for a broad range of situations, even including coping with disastrous situations like the climate crisis, the Covid-19 pandemic, and "crises impacting on global and national economies" even though this was not the initial intention. But we added considerations to the book's purpose to increase the applicability, which means to also consider crises as a test case for the 3-P-Model.

Such crises are often, on the one hand, a catalyst for fundamental thoughts on recalibrating the 3-P-Model's application on an organization; on the other hand, they may act as "accelerators" for existing "hidden or well-known systemic developments" such as digitalization or social value shifts.

2   The Three-Pillar Model Recap and Further Development

The three-pillar model (3-P-Model), described in the previous book, was created to cover the urgent need of organizations in the current volatile, uncertain, complex, and ambiguous (VUCA) world to show adequate solutions to the question of how to be organized and managed in a dynamic way, how to commit to a clear direction and belief, and how to develop and connect the valuable resources they need to create impact and value. This includes embarking on the necessary journey even if all final clarifications have not been done, which means experimenting, prototyping, and

piloting ideas and approaches to gradually find the right development path. Now the uncertainty of the VUCA world has been exponentially increased by the Covid-19 pandemic; experts estimate that its impacts might take a decade to finally get over (whatever this means) and that, potentially, the world will be different afterward in terms of the calibration of the relationship between governmental and societal system, enterprises and public sector, environmental and economic inter-relationships, etc. Clarifying and balancing this kind of connectivity will be a journey of its own, challenging new collective processes and practices.

The three main design principles for future organization and leadership can be described in detail as follows:

- *Sustainable purpose*
  The employees and teams in the organization but also its key stakeholders in the entire ecosystem and business environment must know what the organization stands for and what entrepreneurial value and societal contribution it creates. This includes the reciprocity of enterprises, public and social institutions, science, etc.

  The purpose must remain sustainable, reliable, and consistent, supported by leaders, employees, and stakeholders and lived by important representatives of the organization. The purpose aligns, convinces, and inspires the people involved in the joint endeavor, making them confident and proud to be a part of it and to contribute to it. Employees and team leaders can then take this overall purpose and translate it into what it means concretely for their teams and for them individually. Even—or especially—in crises, it proves its ability to provide orientation and energy and to keep the organization together on its way.
- *Travelling organization*
  Business consistency, strategic stability, and structural continuity with some episodic change projects from time to time. This has long been an illusion in disruptive and crisis-ridden times. Now, we must understand that organizations are continuously on a journey, experiencing twists and turns, following their purpose or even striving for survival, and always looking for the best way between poles, alternatives, and options. If the teams do not know what to expect around the next bend, they must take smaller steps and explore the terrain. Even if they don't know in advance what the best result will be, they will achieve it: they believe in their motivation and ability to manage the journey and to rely on their agile mindset, self-reflection, readiness to embrace change, and willingness to deliver. People in a travelling organization are curious, open, courageous, and keen to experiment, and they deal well with uncertainty, stress, and unforeseen incidents—and they are empowered to take decisions swiftly by themselves and to operate on their own.

  In the Covid-19 pandemic, the journey has become part of a global endeavor of the entire states, economies, financial systems, social systems, etc., all of them overwhelmed and stressed—there is no chance of being unable to cope with the dynamics.
- *Connecting resources*

The organization has to be aware that impact, value, and efficiency but also survival need multiple connectivity between humans, organizations, and ecosystems; between expertise and influence; between different political and social systems and cultures; between enterprises, scientific research, and public sector; between customer satisfaction and economic needs; between strategy, processes, and skills; and between risk management and business continuity. This means managing connectivity; preventing unconnected structural silos, boxed competencies, and echo chambers; and inspiring and supporting multilateral behaviors and initiatives in global and local professional communities, balancing the various, often contradictory, interests between the stakeholders.

All three pillars are key assets of systemic dynamics and high organizational effectiveness: They provide orientation and inspiration, giving fundamental impulses to start the journey and to connect the resources for joint success. Based on these findings, the 3-P-Model was created and its application tested, and mainly described, with reference to the business world. Now, a number of months later, after intense discussion and experiences, we have been struck by how well the model can also be applied to the current Covid-19 pandemic and to the public sector, including international institutions such as the UN, GIZ, etc.

3   Maturity Check for Your Organization: The 3-P-Model Questionnaire

In the previous book, a questionnaire was developed to check the 3-P-Model readiness of an organization in a simple way. For a focused application of the 3-P-Model to a specific organization, program or project, a tailor-made approach should be chosen, so the evaluation questions must be flexibly tailored to the concrete situation and setting. A more detailed version is documented in the appendix. You can explore the evaluation questions via three meta-questions:

- What are your needs, goals, and visions for each of the questions—and how do you share them with your team and in your organization?
- What have you achieved so far—and how do you get common evidence on this?
- What are the next steps on your journey—and how will you create commitment?

The result is a common understanding of the journey and its purpose, where you are on the journey and what the tasks are and next steps you will have to take. This will also lead to decisions concerning structural, processual, and practical questions. The purpose of this book is not to provide you with perfect recipes but to deliver helpful questions and inspirational examples. The key is to regularly check the organizational setting against the questions, underlining the relevance of sustainable purpose, travelling organization and connected resources.

How should this challenge be approached in practice? In our experience, it is best to use simple tools and formats. We have very good experience with, for example,

backlogs, feedback practices, reviews, and forums. This means that you have a physical and digital board where you can collect, view, prioritize, organize, and track tasks. Continuous feedback loops and reviews help to create a common understanding of where you can strengthen, reduce, cancel, start, and keep the activities that are essential on your journey. Activities and tasks are key, as are their relevance and priority in the joint journey. Physical or digital forums are the communication hotspots that can take place at different physical or digital sites in the organization and its ecosystem, thus standing for the journey, its issues, and places: central marketplaces, IT working places, customer workshops, management discussions, meetings in the new factory, leadership and community conferences provide transparency, understanding, exchange, feedback, and new impulses.

After having given a first, quick feeling of how to proceed, the questionnaire is presented in which we have summarized the results of our previous book. This way you can get a good overview in a manageable format. This questionnaire will be further developed based on the following chapters and then presented in its new version in the final chapter.

The evaluation questions are listed along the phases of the journey:

- Awaken for the journey
  - How far did you explore the VUCA world with your team?
  - Were you able to create a shared understanding?
  - Is there a real commitment to a sustainable purpose?
  - Is the transition process toward becoming a travelling organization sufficiently prepared?
- Interlink for the journey
  - To what extent are teams and individuals involved and convinced?
  - Could an agile mindset be developed? To what extent?
  - Are differences in opinion and working styles used as learning opportunities?
  - How is exchange on the route and impact of the endeavor organized?
- Practice the future
  - Are all resources with each other effectively and efficiently connected?
  - To what extent is silo thinking overcome in favor of collaborative solution working?
  - Are the different working styles in your teams well connected?
  - What is the outcome of exploring various mindsets, experiences, and expectations?
- Lead on the journey
  - How is leadership as a servicing function realized and distributed?
  - To what degree is leadership practice connected to the purpose?
  - How is the communication about new policies and daily work organized?
  - Is there sufficient care for psychological safety from collective behavior?
- Establish new practices
  - To what extent are your portfolios, roadmaps, programs, and projects aligned to the purpose?
  - Has an agile communication platforms and practices been set up?

- – To what extent are liberating interventions applied?
- – How is success evaluated and how are new practices calibrated?
- Empower your people and organization
  - – Is your recruiting focus on people with curiosity, openness, and agility?
  - – Is there a climate of encouraging staff to take on roles and manage processes?
  - – To what extent are feedback and learning procedures in place and working?
  - – Is there a concept in place to evaluate success and calibrate development?

Working on such questions leads to an intensive discussion, to a valid check of the maturity degree in terms of the 3-P-Model of an organization, and to some lessons learned along all phases of a travelling organization. It is a kind of concrete walk through the transformation (as in a movie). It ranges from the start phase to the continuation into a new quality of agile organization.

If the questions are asked regularly, we can see how the learning processes and the capabilities of the organization develop, which they need to do in an uncertain, disruptive, and crisis-ridden environment. Feel free to adapt the questionnaire to the situation in your organization and prototype it together with your employees. A company, its teams, and the people who conduct this kind of continuous evaluation are less prone to assuming obstacles, having perception biases, postponing conflict, and experiencing frustration due to the lack of connectedness in the journey.

First experiences and success stories show how the collective work on the three pillars, their questions, and impulses create a shift in the organization and leadership, from the illusion of stability and energy invested to stick to it toward the reality of travelling and the need to navigate the journey. The implementation strategies are different whether you want to discuss them regarding the entire organization or start with progressive units or test them in strategic programs or projects, then spread it into the organization. Thus, you have a dual, but closely connected, line of discussion: one on the content (see above) and one on the transition process, as described below.

4 Development of Your Organization: The 3-P-Model Concept Application Options

In addition to the questionnaire, the 3-P-Model community has created a rough development and consulting concept. The focus is on scalable flexible interventions based on the 3-P-Model. The process includes creation and learning loops, with regular progress and setting checks (Fig. 3). The concept is combined with an understanding of external, complementary support: In most cases, all necessary resources are in the organization, but externals can facilitate to connect them for new effectiveness—which results in the practical experience of a new quality of connectivity.