

Catalyst[©]

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How it Went!



Catalysts for Change participants, from left: Peter O'Hora, Gerard Hancock, Rick Morgan, Laura Fisher, Karen Seymour, Richard Dixon.

"How did it go?," they ask.
 Ah.
 Powerful. Deep. Much of it accomplished in the silence, the stillness of the meditations, the walks in the sunshine which cooperated with our scheduled walks in the glorious Dartington gardens.
 "I haven't slept as much as I usually do, I'm working hard, dealing with lots of emotions, yet I still feel more energised and far less tired than I'd expect" said one participant.
 "I put that down to the meditation."
 "...bringing your inner self out to meet me ...has helped me share again," said another.
 This is a workshop about leadership, but from the inside out. Who am I really, behind the

This more conceptual exploration of leadership enabled me to internalise rather than externalise the leadership process.

- DS Gerard Hancock
 Metropolitan Police

masks I wear and the roles I play? How do the bits I keep hidden sap my energy, stop me from achieving my vision?
 These are some of the questions we worked with on our inaugural session of Catalysts for Change. In the process there was laughter, creativity, a few tears, sunshine (and a bit of rain - it is England, after all), feedback, support, anger, love, understanding, Louis Armstrong music. More than a few pennies dropped, and some people found some surprising answers to the question "what do my next steps need to be, to take me where I need and want to go?"
 This was not about being "workshopped" to

More Feedback

Very good exercise[s] - most illuminating.
 - Richard Dixon, Architect

Very useful to see my leadership facets "embodied".
 - Laura Fisher
 Telecom Sales

Catalysts for Change was for me both a challenging and rewarding week during which I explored a number of issues that were inextricably linked with my personal and professional development. I came away from the course with a tangible action plan that I have already started to implement, and renewed motivation. Catalysts for Change is certainly not a process for the faint-hearted, but is one which I believe can be of direct relevance to the leader.

- DS Gerard Hancock
 Metropolitan Police

Offered great clarity of insight into what needs to be done. Powerful view of what has blocked me.

- Rick Morgan
 Retired British Diplomat

come up with A Vision so we'd all go home feeling like we'd accomplished something. This was about looking for and speaking our truth (not always comfortable or pretty!), self-determination and self-responsibility, finding congruence between the inner and outer people we are in this world. About how to do the next right thing, one step at a time.
 It was about starting - or in some cases continuing - a journey, in the company of others interested in taking a similar journey, cognizant of its value.
 How was it? If you ask me, it was stunning.
 - Karen Seymour

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Catalyst

Catalyst is a quarterly publication by which alumni of our executive development seminar Catalysts for Change can keep in touch with each other, and via which interested parties can learn more about what we do.

You can expect it to be eclectic, and focused on the main strands of our work:

1. Business and leadership development
2. Self-expression, using the performing arts as a means within which to better know yourself as a leader
3. 12-step principles, including honesty, openness, willingness, self-defined but practised spirituality, and the importance of sharing experience, strength, and hope in order to keep it for ourselves.



A Dancing Star Production
One must have chaos within to give birth to a dancing star - Nietzsche

Publisher

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Submissions

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Advertising

Rates and deadlines available on request.

Letter from the Editor

I attended a forum held by the Centre for Tomorrow's Company in London recently on the topic of Open Book Management (OBM).

One of the speakers, Managing Director Morel Fourman of Show Business, summarised his experience of OBM this way:

"The principle is simple. You motivate everyone in the business to think and act like an owner, working with the profitability of the business in mind. Instead of having to tell people what to do, you give them measures of performance which show what the business needs from them, you enable them to do what's needed, you measure and reward them on results.

"Here is what Inc. Magazine has to say about Open Book Management:

"The new system gets every employee to think and act like a businessperson - to compete - and it gets astonishing results...this is how it works:

1. Get the financial information out there to people in the business
2. Teach the basics of business to everyone in the business
3. Empower people to make decisions based on what they know
4. Make sure everyone shares directly in the company's success, and in the risk of failure."

Now, call me naïve, but I think this is another way to say stop keeping secrets - treat people with respect and dignity. Stop keeping all the power at the top in the hands of the few and start educating the many. Share our experience, strength, hope, and trust in our fellows to do what needs to be done, having established clear and mutually accepted groundrules within which to work.

This isn't a new concept John Case, speaker and author of **The Open Book Management Experience** acknowledged that his work draws on the work of people like Ricardo Semler in Brazil. Semler recorded in **Maverick** his experiences running a large food-processing manufacturing company (Semco) based on similar principles, perhaps even more extensively applied. Semco achieved huge success despite the rollercoaster that was the Brazilian economy during the 1980s.

So what will inspire businesspeople to adopt this proven, profit-generating, stabilising, dare I say sensible approach to business?

Perhaps third speaker, CEO David Abraham of advertising agency St. Luke's, put his finger on it. They have been practising Open Book Management in their 100-person strong company. His last review (and the Chairman's) was conducted by an internal committee of employees and posted - criticisms and all - in the reception area of the company.

David commented that he could almost start a new business just satisfying requests to speak about his experiences of running their company using these principles. He said the CEO of one of the success stories cited - US-based System Remanufacturing Corporation - has had a similar experience. Ricardo Semler cites streams of executives visiting Semco to see how it's done. Is it just for profits, to satisfy those ever-hungry shareholders? Or is there perhaps a deeper hunger in us? Is it the kind of hunger that lead to the unprecedented sadness expressed when Diana, Princess of Wales died - a hunger to believe, despite all the cynicism and scepticism, that there really is something good and glorious even if imperfect left in the world, although we sometimes don't recognise it when we have it?

I am an optimist. I choose to believe that the answer to that question is yes. I believe that if we choose to look for it, we will find the source of what is good within ourselves, and having found it there, will then find it in others. That in fact it is within ourselves that the source of our greatest capacity for leadership lies. Not management - a distinction Warren Bennis makes well in his book **On Becoming a Leader**. But truly visionary leadership. Although I am not religious, I do agree:

"If you bring forth what is within you, what you bring forth will save you. If you do not bring forth what is within you, what you do not bring forth will destroy you.

-Gospel of St. Thomas Logian 45

UPCOMING EVENTS

CFC for Middle Managers & Consultants
When: 13-18 September
Where: Dartington Hall Conference Centre, Totnes, Devon, UK.
For details of Dartington, go to www.adnet.co.uk/dartington
Cost: £750 (\$1180)

CFC for CEOs & Senior Executives
When: 4-9 October
Where: Dartington Hall Conference Centre, Totnes, Devon, UK.
For details of Dartington, go to www.adnet.co.uk/dartington
Cost: £2500 (\$3950)

CFC US Premiere
When: Spring 1999
Where: TBD
Cost: TBD

Other upcoming events will be held in locations all over the world - on our list are Grenada, Spain; Interlaken, Switzerland, Trinidad, New England. If you want to know about courses held in these locations, please tick the one in which you are interested, or suggest one of your own. Be sure to complete the contact information on the reverse before returning this form.