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IMPROVING ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY THROUGH SYSTEMIC ROUNDTABLE-LEADERSHIP AND PARTICIPATORY-MANAGEMENT IN TOURIST (OR ANY) INDUSTRY
– Introducing A multi-methodologies training curriculum for both service and production sectors

This conference is about "Systemics and Tourism" – Its General and Industrial Specific Issues:

Specific Issues:

- How to attract more tourists? – so as to boost this industry?

- How to provide quality services? – so the tourists get customer satisfaction?

- How to provide unique experience? – so a positive feedback will bring more business?

General Issues in our service and production sectors:

- Organizational Health

- Organizational Robustness

- Organizational Excellence

What do we mean by "Organizational Excellence"?

- What are effective ways to "tackle up-to-date multi-dimensional strategic complex problems"?

- What are efficient ways to "manage their complexity in different areas of practice"?

Our opinion:

- Traditional "Expert Centered" approaches won't work

- The key is methodologies of improve group processes

00:20

3

From classic capitalism to NEW economy: The Core: Coordination and Consensus

Starbucks leader

Howard Schultz:

- "Ubuntu!" (I am because of you.)
- Raise the level of:
  - Unselfishness
  - Sharing
  - Responsibility to others
  - Team spirit, effectiveness, efficiency
  - Two more seats in boardroom

System Thinking Guru

Russell Ackoff:

- Integrations of stakeholders:
  - Employees
  - Clients
  - Investors
  - Debtors
  - Suppliers
  - Government

Two Major Pillars of Our Work: BBS & SOS

Brain & Behavior Science

Keywords:
- Rationality vs. Emotion
- IQ vs. EQ
- Capability diversity: Cognition-Thinking-Action complexities
- Social Style diversity: Driver-Analytical-Expressive-Amiable
- Bell-Curve 2.0
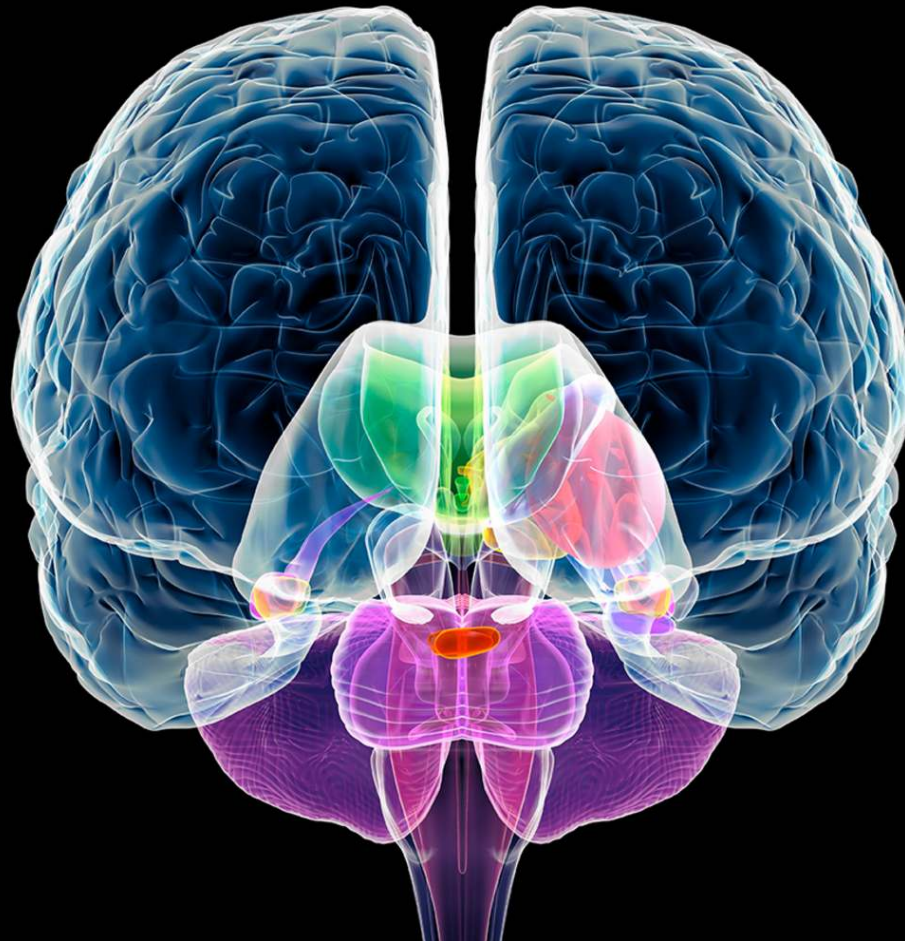
Second Order Science

Keywords:
- Context (no more "isolation")
- Observer (no more "objective")
- Purposeful (no more "neutral")
- Participation (no more "expert")
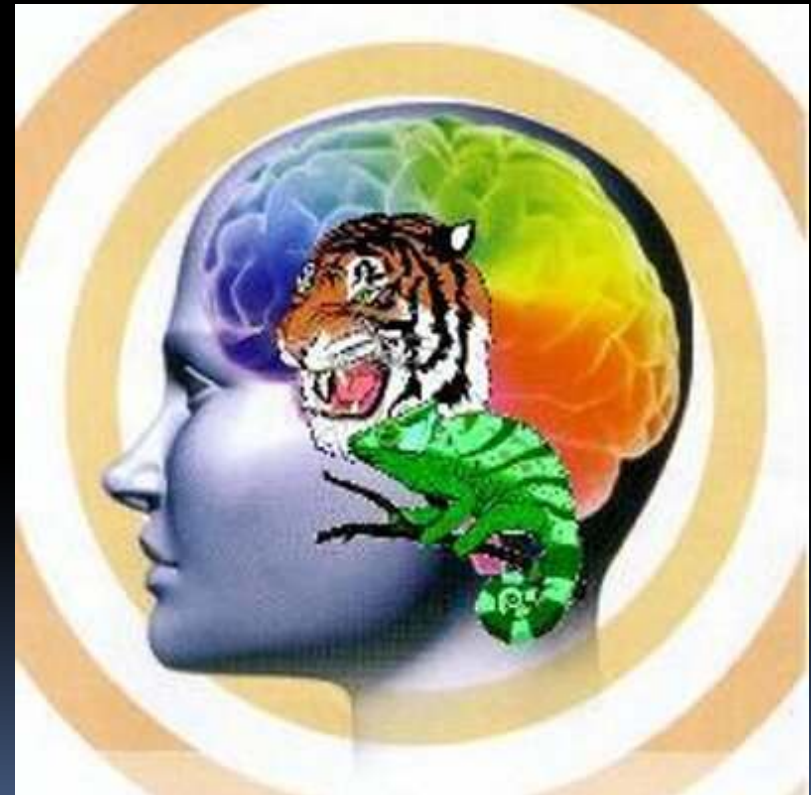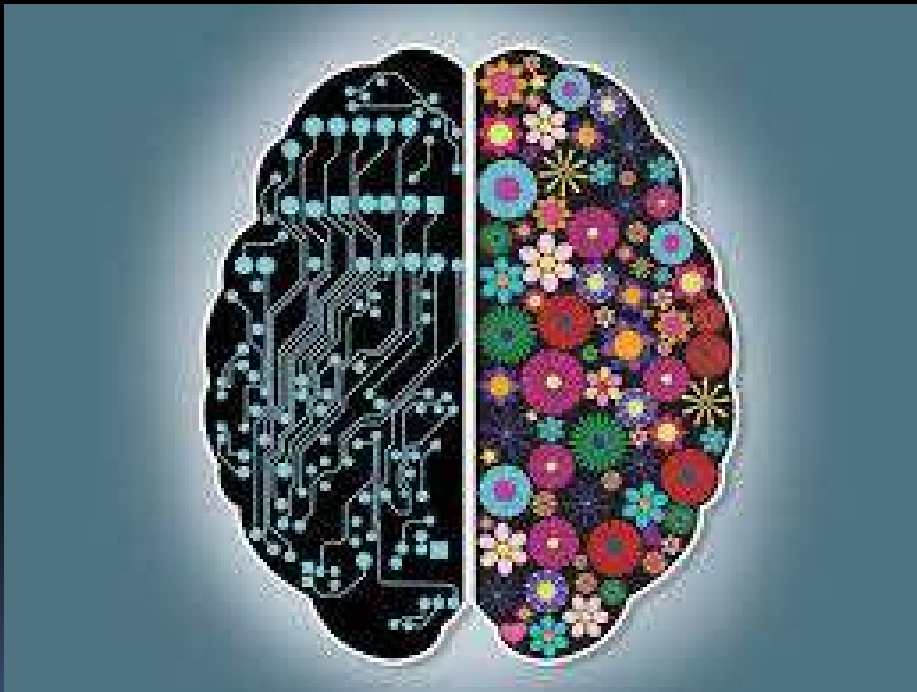- Co-Evolution (no more "the truth)

Pillar One: BBS
Brain & Behavioral Science

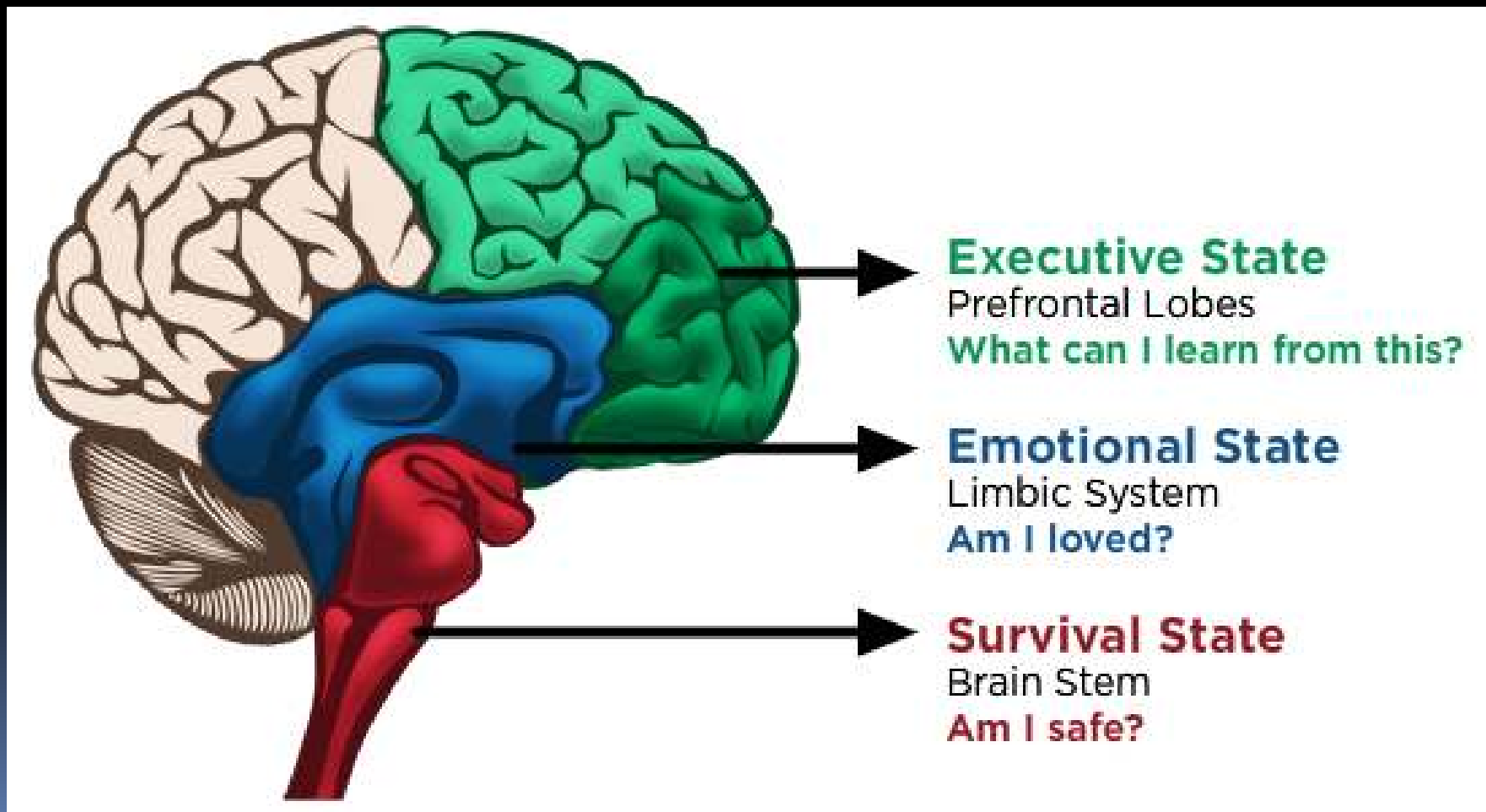# Coordination starts from Human Brains and Human Organizational Behaviors

Dual Brain and Triune Brain Hypotheses – Still Useful

Group processes leading to coordination need to activate both two sections…

… or all three layers of every individual within the group/organization

Executive State
Prefrontal Lobes
What can I learn from this?

Emotional State
Limbic System
Am I loved?

Survival State
Brain Stem
Am I safe?

In order to improve grouping processes or coordination, we must deal with:

- Rationality, Reason and Logic, versus Emotionality, Spirituality, and Social Fads – the necessary socializing/grouping functions

- Athens versus Jerusalem – long time split and conflict in human traditions, must be aware of, and built into our training program

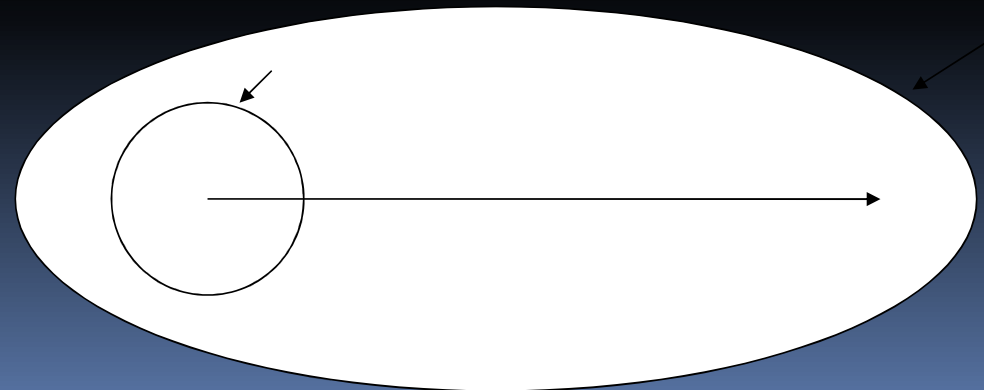# Pillar Two: SOS
Second Order Science
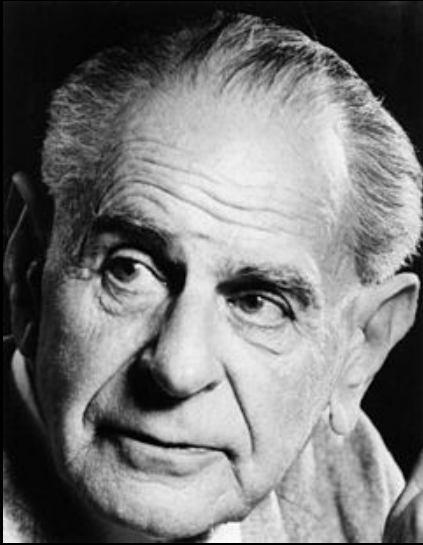
$PS_1 \rightarrow TT_1 \rightarrow EE_1 \rightarrow PS_2.$
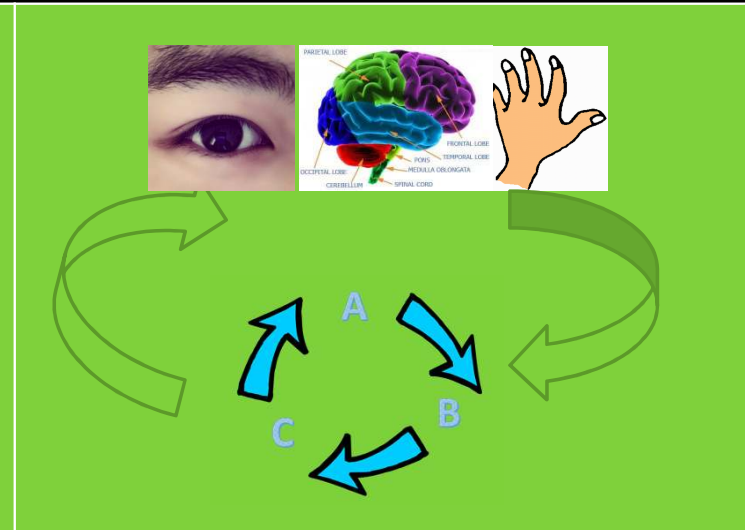
Importance of Falsification

O(P1)->H(E)->D(P2)->O(P2)

- Does not rely on "reality"
- Hypothesis ≠ "truth"
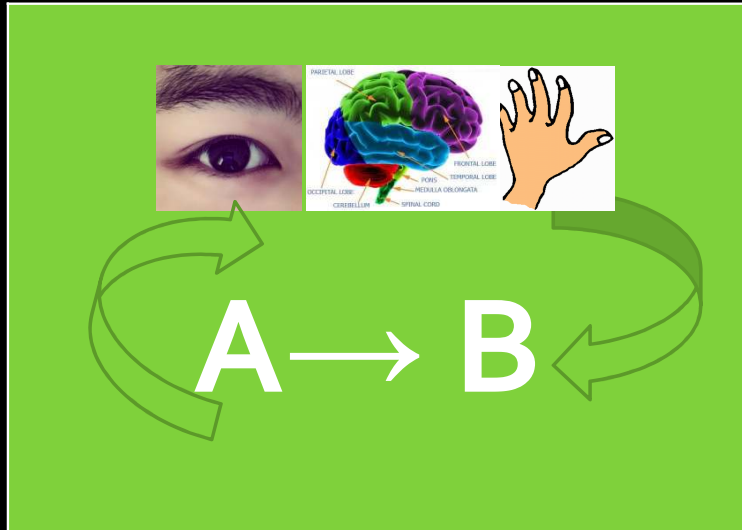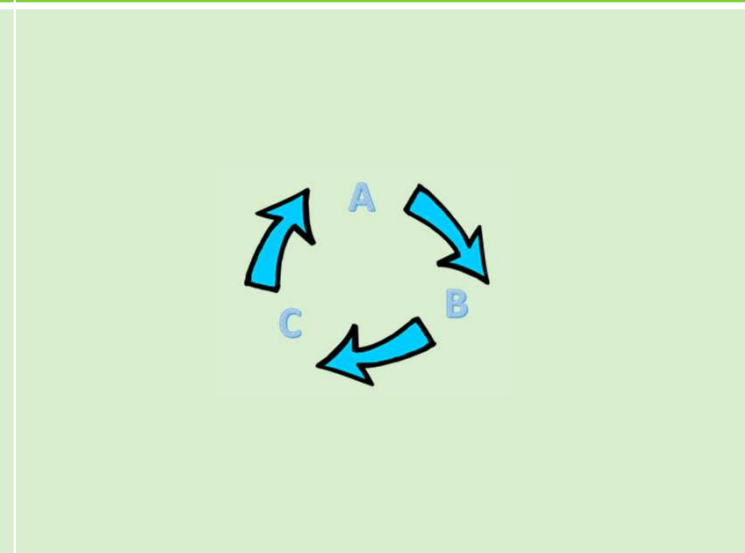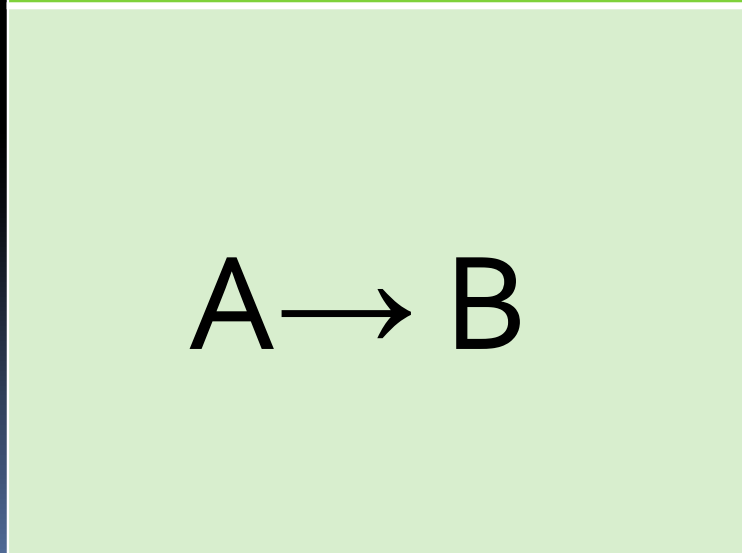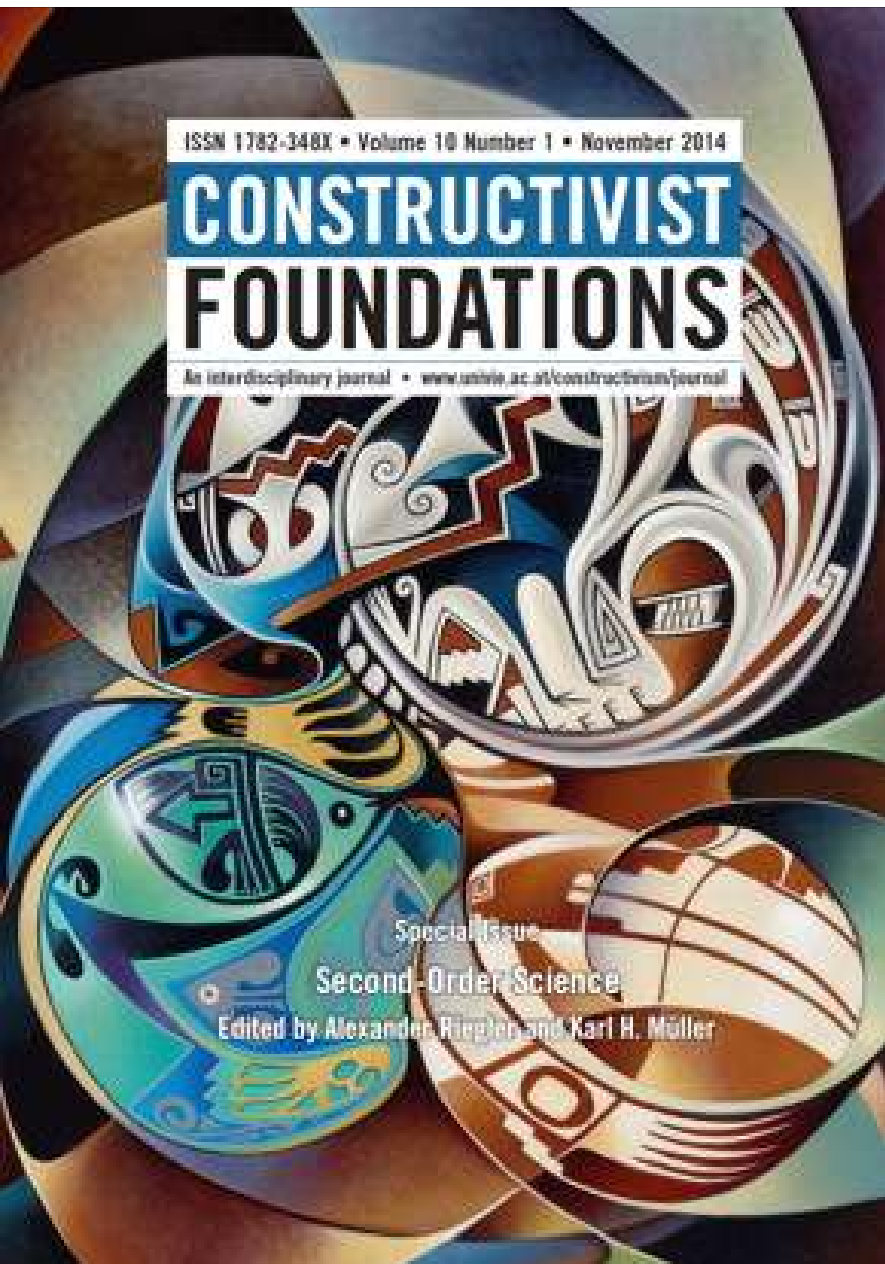
Second Order Science (2014)

- 6 Leading Papers by 10 authors

- Followed by 30 commentary papers

- Followed by 6 author's response papers

- Plus an introduction by two editors

CONSTRUCTIVIST
FOUNDATIONS
An interdisciplinary journal • www.univie.ac.at/constructivism/journal

Special Issue
Second-Order Science
Edited by Alexander Riegler and Karl H. Müller

One of earlier thoughts of Science ver. Two

Aspects	Science 1.0	Science 2.0
Approach	observation	participation
Activity	description	prescription
Achievement	reliability (natural law)	agreement (consensus)
Purpose	forecast	creation
Criteria	accuracy/precision	usefulness

©Jixuan Hu, 1994

Criteria of scientific process

Popper and Maturana: The Science (1) of Observation and Predication

$$PS_1 \rightarrow TT_1 \rightarrow EE_1 \rightarrow PS_2.$$

$$O(P_1) \rightarrow H(E) \rightarrow D(P_2) \rightarrow O(P_2)$$
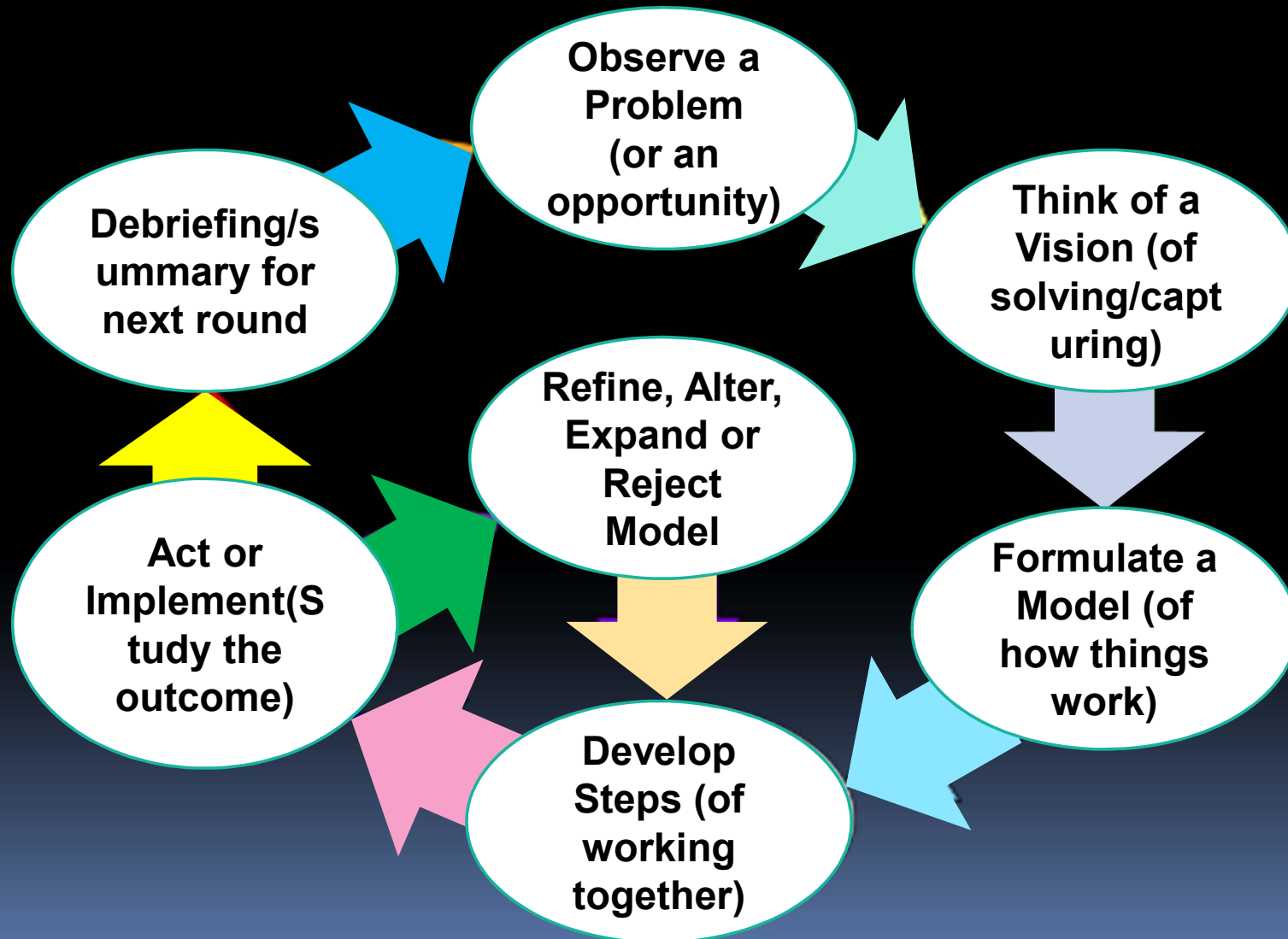
Hu and Umpleby: The Science (2) of Participation and Agreement Formation

(a) <u>Observation</u>: Identify a problem or a goal.

(b) <u>Hypothetical Modeling</u>: Construct a network of interrelated variables, a hypothetical systematic model (vs. a hypothetical statement specifying a cause-effect relationship); use simulation to check the model if necessary.

(c) <u>Strategy/Policy Forming</u>: Based on Hypothetical Modeling, derive a set of prescriptions or a method of intervention aimed at solving the problem or reaching the goal; apply them to the system.

(d) <u>Observation</u>: Does the result of applying a strategy or a policy produced in step (c) solve the problem identified in step (a)? Return to step (a).

Science Two as an Ongoing Process

Observe a Problem (or an opportunity)

Think of a Vision (of solving/capturing)

Formulate a Model (of how things work)

Develop Steps (of working together)

Refine, Alter, Expand or Reject Model

Act or Implement (Study the outcome)

Debriefing/summary for next round
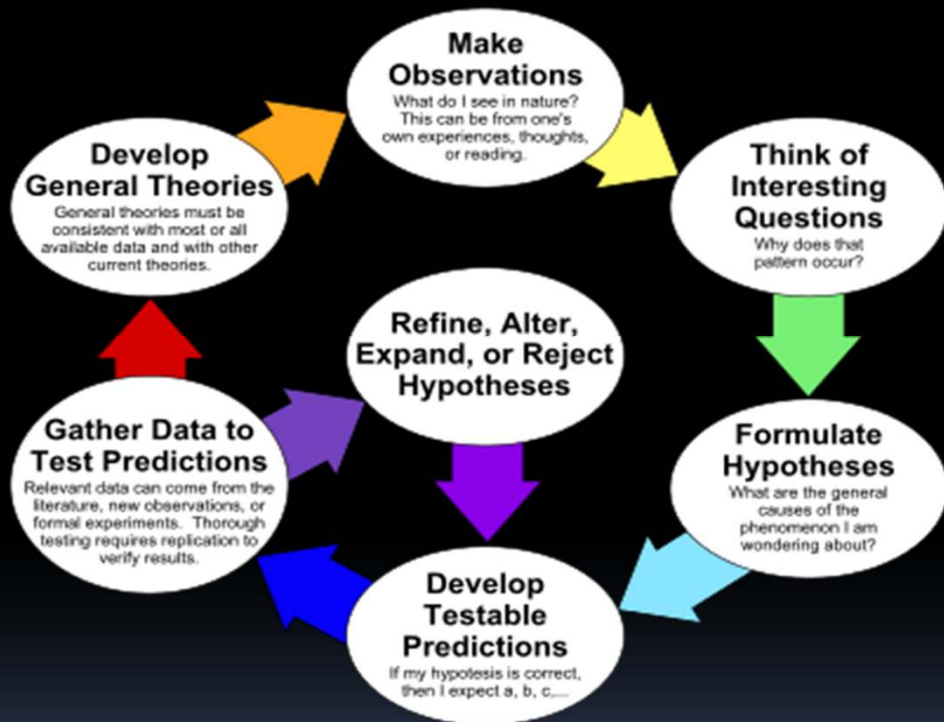
Science Two as an Ongoing Process
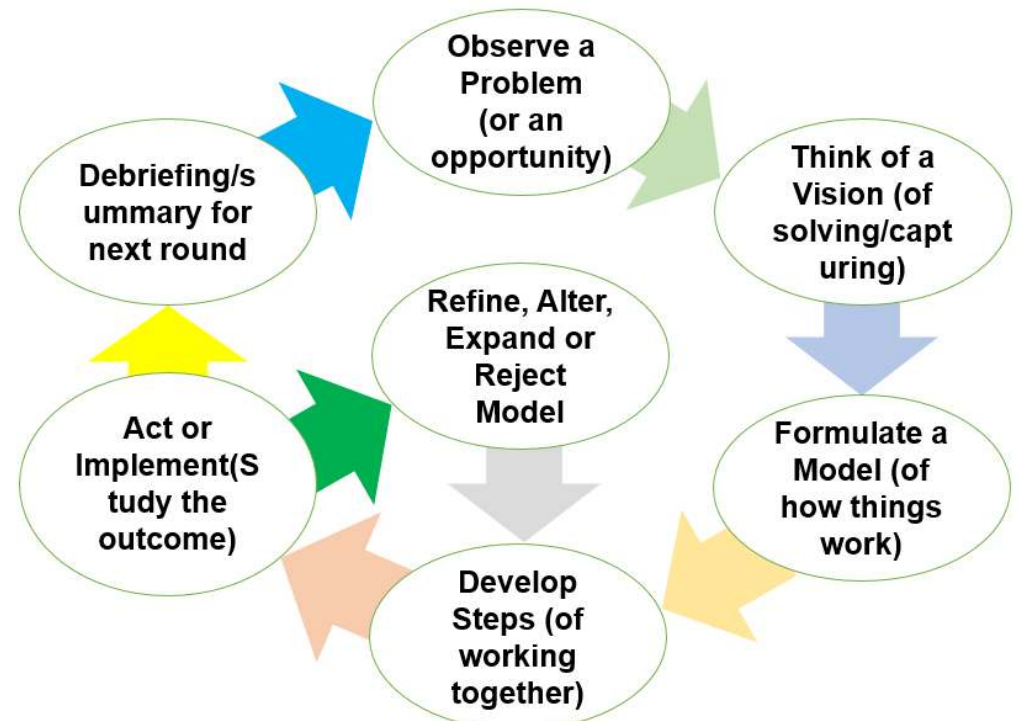
Herry Kissinger on International Relations

"Reality" as "perceived to be true" from incomplete information or purely unknown

Conjectures are usually their only ground and they have to choose between the lesser of evils.

"History knows no resting paces and no plateaus" – the only thing that does not change is change itself.

Statesmen have to act timely instead of inaction in many cases

It's not a matter of what is true that counts but a matter of what is perceived to be true.
To be absolutely certain about something, one must know everything or nothing about it.
Each success only buys an admission ticket to a more difficult problem.

Geroge Soros on financial market
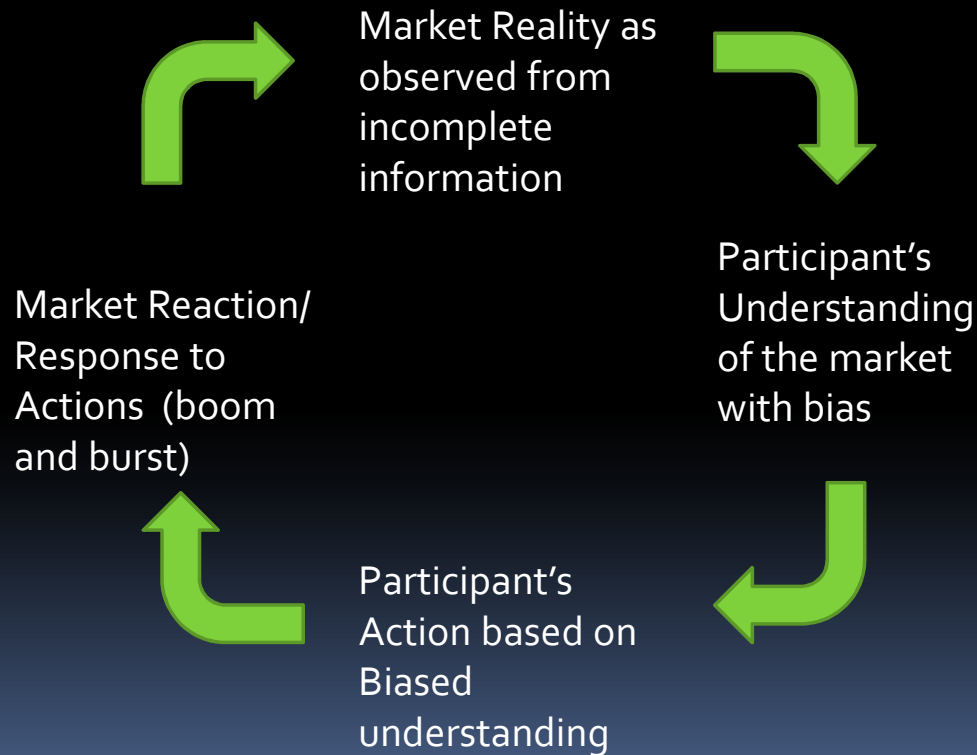
Market Reality as observed from incomplete information

Participant's Understanding of the market with bias

Market Reaction/ Response to Actions (boom and burst)

Participant's Action based on Biased understanding

Observers/participants are part of the system being observed/participated; Theories are a means to change the system described

Edward Deming in Management

Plan: Define the objective, questions and predictions. Plan to answer questions (who what where when). Plan data collections

Act: Plan the next cycle. Decide whether the change can be implemented

Do: Carry out the plan, collect the data, begin analysis of data

Study: Complete the analysis of the data. Compare data to predictions. Summarize what was learned
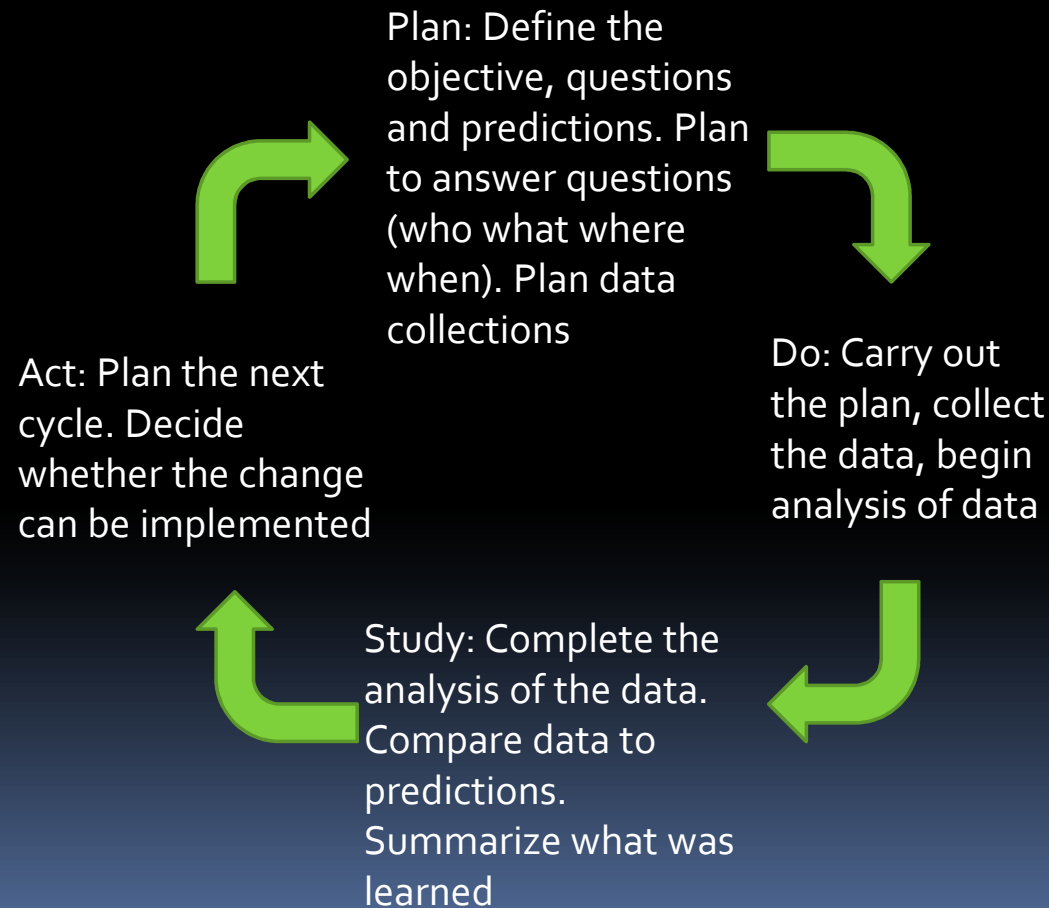
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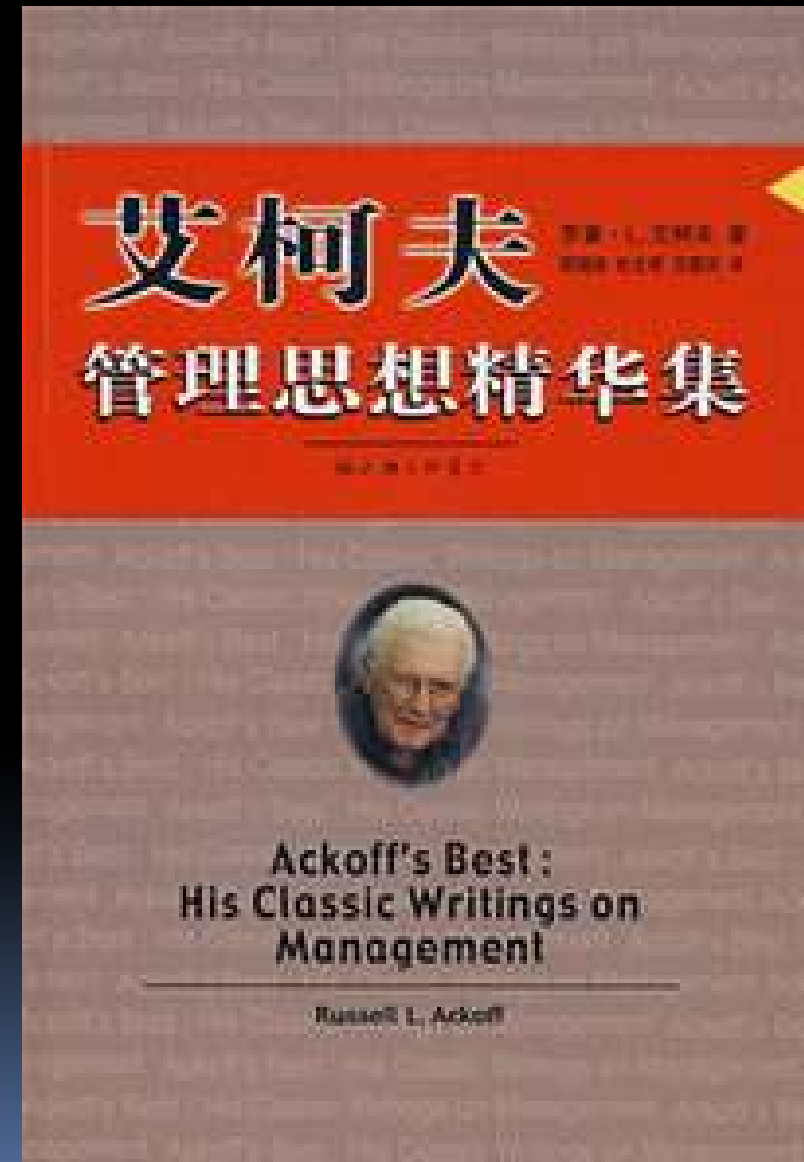
Our Work:

New self-organizing mechanisms:
Consensus Building Technology (CBT)
Technology of Participation (ToP)
WINTOP Roundtable Leadership
-7x14 hour inhouse training program

Previously Mentioned Two Pillars
Plus Essentials from:
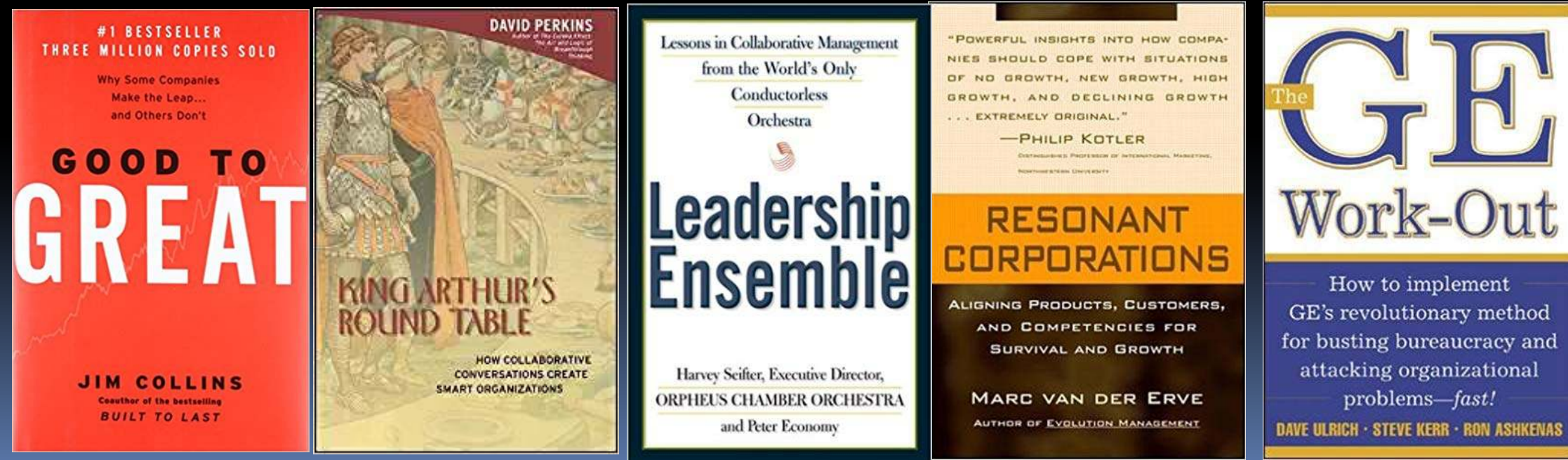
And support from Achoff and Umpleby:

艾柯夫
管理思想精华集

Ackoff's Best :
His Classic Writings on
Management

Russell L. Ackoff

Five Basic Processes in Any Organization

1. Communication
2. Consensus Building
3. Planning for Action/Project
4. Planning for Improvement/Process
5. Forming Strategies/direction

Roundtable Leadership focuses on five major areas:

Guidance

5 Yrs Planning
Annual Planning
Quarterly Planning
Change Management

Implementation

Quality Improvement
Process Improvement
QC/TQM/KAIZEN
ISO/BPR/6SIGMA

Action Planning | **Quality Improvemt**

Synergy

Problem Solving
Team Building
Corporate Culture
Corporate Regulation

Coordination

All Management Fields

WINTOP Project 2002-2009

- It is a Systemtic Intervention aimed at changing the system, in the format of Corporate In-House Training to introduce participation technology to the management team.

- Mission – To reform Top-Down-Control organizational structure into Participatory leadership and management that build up collective wisdom within the company, one organization at a time.

- Prescription – The whole management team to learn participatory skills

- Product – Roundtable Leadership Training Program
  - Starting from ToP Program liscenced from Institute of Cultural Affairs (4 days).
  - Evolved to a 4-module "Green-Belt"/"Black-Belt" certificate program.
  - Developed into 14-day program, Implementation – 7 Modules of 2 days each, deliver to the whole management team of the client company in 6 months, one module per month with group assignments in between.

WINTOP Project 2002-2009 cont.

Content of 7 Modules

1. Igniting the Fire of Collective Wisdom
2. Basic Facilitation Skills
3. Improving Communication Effectiveness and Efficiency
4. Consensus Building Workshop Methods
5. Action Planning and Continues Quality Improvement
6. Strategic Planning Methods
7. Action Learning Projects/Converting to Learning Organization

WINTOP Translated Facilitation Books

WINTOP Facilitation Training Textbooks

Pilot Projects
Accomplished By
WINTOP

Comments Received About WINTOP Facilitation Skill Training Courses

- "WINTOP Facilitation Methods are so advanced and so practical at the same time! Even the best MBA program in China such as CEIBS (China Europe International Business School) cannot offer this course yet. Easy to learn and easy to use."

- "I am shocked after taking this training course for its immediate usefulness. The results are far beyond my expectation. First, it is practical, second, it is easy to master and use. The decisions from the group consensus can be implemented thoroughly in our work."

- "Creative and practical, this method builds up collective wisdom and reaches group consensus."

- "Your course helped our group decision process and increased our group productivity."

- "The facilitation methods encourage everyone in the group to contribute ideas and eventually reach consensus to get substantial meeting results. Everyone is able to express his/her own opinions and to participate in the decision making process in the meetings. "

Some highlight of WINTOP PROJECT

- A real estate building company based on Tianjin but operating projects in multiple cities:
  - Revenue before WINTOP intervene RMB 170 million
  - After one year since training started: RMB 700 million
- A wine manufacturer company:
  - Corporate culture changed from "one-man-show" to collective decision making and participatory management
  - Business efficiency improved so much that the owner even build a church… to acknowledge the importance of culture.

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