



## soul-driven leadership

Imagine working in an environment built on trust rather than control. A space that promotes unity and embraces diversity. Where striving for a higher purpose is the norm instead of just another ideal that inspires but does not lead to action. You don't need to imagine such a working environment. Let us accompany you in make this a reality!



# building capacities for positive change

**The work environment in organisations can be placed on a continuum. At one end where many organisations fall, they are characterised by disunity and unhealthy conflict, and an unhappy workforce that is resistant to change. Proceeding along the continuum away from this extreme, organisations are characterised by less disunity and conflict.**

However, very few organisations lie at the other extreme where the work environment is characterised by unity and cooperation, where people continuously pursue collective learning and take actions and initiatives that expand their collective capacity.

These organisations have succeeded in transforming themselves into a community. But how can an organisation that lies elsewhere on the continuum move towards becoming a community?

## **changing reality: victims or architects?**

A community is greater than the sum of its members. It is characterised by trust, cooperation and reciprocity. It is driven by a common will and a common purpose benefiting both the organisation and the society at large. It provides a safe environment for individuals to grow and manifest their potential. It is a place where people learn and innovate together with an outcome that exceeds all expectations. In a community, people serve the common good and operate as 'one' instead of primarily serving their own self-interests.

Many people feel they are victims of the system in which they operate and that they are incapable of changing it. It is not hard to unlock the belief that we are actually the architects of our future and to begin shaping a different reality leading to the creation of a much more vibrant and creative future, ignited by the volition of all members of the organisation.

## **learning by doing**

Transforming into a community is a profound and challenging process requiring specific qualities, attitudes, skills and abilities to create new structures and processes and build new capacities to sustain community life.

Clearly, transforming an organisation into a community, cannot be done by outsiders; it has to be done from within the company. Each co-worker is a potential community builder whose capacities can gradually be developed to set in motion a process of change and to assist others to grow. Our unique soul-driven leadership programme has been created and developed for that purpose: to raise up a growing number of capable people to become agents of change within a company. The more staff members participate, the more effective the transformation process can become.



# transforming companies into communities

The soul-driven leadership (SDL) programme is a capacity-building programme that contains courses connected to the different stages of transformation: from creating a new mind, to creating a movement, to creating new models, to creating meaningful organisations.

## **creating a new mind**

This transformation is a step-by-step process. It all begins with the creation of a new mindset, unlocking the belief that we can be the architects of our own future and releasing untapped individual and collective energies. Slowly but surely, these energies are channelled into actions and the learning accumulates.

## **creating a movement**

With the new mindset, individuals will be willing to connect to the organisation with their hearts and souls. This connection breathes new life into the organisation, giving birth to the soul-driven leadership that guides all actions and learning. A movement is born and the reality of the organisation is changed from within. A strong culture of collaboration and unity emerges, and people learn to accompany one another.

## **creating new models**

The third stage in the process of transformation is characterised by creating new conceptual and organisational models and structures. Through these new models and structures the company as a whole will transform into a community. This community safeguards the process of the unfolding visions, and it will elevate the company, its co-workers, its customers, and society at large to unimaginable heights. Unity, cooperation, trust, learning and action become common practice.

## **creating meaning**

In this final stage, the new community becomes a learning community. Reinventing the organisation is not a process triggered by external forces, but becomes an intrinsic process driven from within the organisation. Employees have become community architects and act accordingly.

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creating

a new mind



Before anything else, a company needs to develop the intrinsic motivation to transform. Too often transformation is imposed upon from the outside instead of initiated by employees. Short-term enthusiasm is generated, but with little long-term commitment. The first stage of our programme is the creation of a new mindset; creating the space for people to ask genuine questions, challenge assumptions, reorient perspectives, expand consciousness, express aspirations and unleash the desire to create an alternative future.

A new mind is an essential condition for the creation of a movement.

#### capacity building programme

Soul-driven leadership (SDL) is a capacity-building programme. Stage 1 consists of two books, each with three intensive days of capacity building. Both books are followed up with a series of actions where the participants put the capacities into practice.

## book 1 trust, reshaping the world

In the first book, the participants develop the capacities to listen, facilitate meaningful conversations and to reflect. Meaningful conversations constitute the heart of the process of transformation. These conversations are a place for co-workers to create relationships of trust within a team and reach a deeper understanding of any relevant topic.

All participants of meaningful conversations develop a learning attitude and the volition to engage in the transformation. In meaningful conversations, co-workers and leadership both feel encouraged to identify personal and organisational hurdles that need to be addressed. It is a platform where all individuals feel engaged in creating a collective understanding.

### *objectives*

After book 1 participant can:

- create a safe atmosphere for a deep and shared understanding
- awaken intrinsic motivation in colleagues
- develop a learning posture
- build an environment of trust
- creating a new mind

### *capacities*

In order to reach these objectives participants learn to:

- listen attentively
- develop shared understanding within a group
- contribute to meaningful conversations
- facilitate meaningful conversations
- reflect upon one's actions and motivations
- express themselves using new a language (community, trust, purpose and capacities)

#### Expectations of the participant

No specific educational degree is required to enrol in soul-driven leadership. Everyone in the organisation can join, unpredicted with the position in the organisation. There are two essential characteristics asked of you: a learning attitude and the willingness to translate the capacities built into practice.

Apart from the three-day intensive, we expect the participants to take a series of actions. The objective of these actions is to build your capacity in the reality of your workplace in order to have an immediate impact. It will require a workload of approximately two hours a week for a period of four weeks. In time, the capacities you are developing start to become a more integral part of your work.



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## creating a new mind

### book 2 hope, unlocking the will to act

Through the second book, the participants develop the capacity to read reality, to learn systematically as a group and to see potential. They learn to understand and respond to resistance to change; to address major hurdles preventing transformation; and to see and talk about potential in each other. In order to identify what is needed for progress to occur, they learn to execute a thorough analysis of the reality of the organisation. These capacities enable them to create the right conditions for a learning process: one that results in clear vision and in the ability to identify new possibilities.

The participants will continue to build their capacity to reflect and shift from controlling the transformation process to developing an environment of trust and hope that supports transformation.

#### **Expectations of the participant**

All participants should have done book 1: trust, reshaping the world. In addition to the expectations for book 1, we expect the participants to be willing to examine reality through someone else's perspective.

We advise joining the course with a minimum of two people from one company. This is not mandatory, but it increases the ability to take effective action. Apart from the three-day intensive, we expect the participants to apply the capacities learnt and to participate in the reflection session.

### *objectives*

After book 2, the participant can:

- create an environment where hope can grow
- form a core group that becomes an attractive force for positive change
- challenge the underlying assumption, and when needed replace them with a more accurate new vision
- unlock their will to act

### *capacities*

In order to reach these objectives, the participants learn to:

- read the reality of their organisation
- learn systematically as a group
- identify progress
- see potential
- express oneself using a new language (service, volition, soul and unity)



## *Liesbeth Rigter, CEO MoneYou*

Transforming companies into communities is a unique combination of developing a new perspective on your own organization and a hands-on approach to immediately apply the knowledge. It is a journey to explore your role in the process. The Soul driven leadership course was very inspiring, has given me new insights, and much better focus on my role as director. On Monday, back at the office I was able to put into practice many new insights. I still learn more and more every day!

## *Ger Rijnders, CEO Kien ICT*

During the SDL course I developed a keen new perspective on how to make conversations more meaningful. I gained a deeper understanding of what true listening means: not just to wait to give an answer but rather to understand and learn from the other. This enriches our dialogues and brings teamwork in our organization to an even higher level. I have noticed the difference in my daily meetings already.

## *Martijn Rep, Professor at the Univerisity of Amsterdam*

The training that we received was highly personal, and carried out by experienced facilitators who were truly devoted to raising our capacity and getting the most out of our six days together. It was a journey of exploring ourselves and our working environment, and of experiencing and practising meaningful conversations – both the heart and starting point of the transformation that is so necessary in our organisation. This was a perfect balance of serious work and informal interactions within a stimulating environment.

## *Maïke Verhagen, Saxion University of Applied Sciences*

Participating in the Soul Driven Leadership training has been an eye-opening and galvanising experience for me. It was different from any trainings I've attended, in the sense that it truly was an open-ended process of collective discovery . . . and exploration of notions such as community, transformation, trust, meaningful conversation, volition and action. This was not an exercise in abstraction and analysis, but rather a journey of practising and developing our own capacities within these new frameworks of understanding, that put our old thinking on its head and made us see and experience new possibilities. Within the group such trust was built that conversations were brought to a whole new level, with the additional bonus that comes when you get to really connect to the other participants in a meaningful way.

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