The Age of Digital Transformation and Leadership

NEW PERSPECTIVES

DIGITAL LEADERSHIP
Leadership, Quo Vadis? A Contemporary Interpretation of the Art of Leadership

EXCELLENCE
A PATH TOWARDS COMPETENCE IN LEADERSHIP
Interview with a Portuguese Cavalry Commander

AGILE LEARNING
BUKEPHA GROUP
Leadership Disruption Leadership Horse Camp Leadership as a Flow experience
Leadership and flow? Maybe you are wondering how this could possibly go together. To date, leadership has hardly ever been perceived or practised as a flow experience. In today's age of digitalization, however, where great importance is attached to qualities such as agility, creativity, flexibility, and innovativeness, flow is increasingly becoming the key to success – in particular, when it comes to leadership.

But what does „flow“ really mean? Mihály Csíkszentmihály, one of the most renowned researchers on positive psychology and happiness, is considered the creator of the flow theory. As per Csíkszentmihály’s definition, flow is the exhilarating, blissful perception of a mental state of concentration and complete absorption with one’s present activity, which seems to work out by itself, effortlessly and with great ease. Wouldn’t that be a most desirable and aspirational state for all areas of leadership?

The prerequisites for achieving a state of flow are as follows:

• clarity of goals
• concentration on the task at hand
• awareness of the paradox of a certain control of the task, on the one hand, and the potential unpredictability and loss of control of the situation in its complexity, on the other hand
• balance between the challenge of the task and the skill of the performer (stimulation) beyond boredom and anxiety

Professor Felix von Cube, by the way, complements the afore-mentioned prerequisites with the additional aspect of satisfying curiosity. Given these prerequisites for achieving a flow state, it is quite possible to experience the flow of leadership as well. It ultimately „only“ needs a clear target vision, the establishment and cultivation of the skills required (skills), an appropriate level of challenges for each leadership personality (challenges), and – according to Mihály Csíkszentmihály – the presence of mind, here and now. On the following pages we will introduce ways to you how this leadership flow may be acquired, and why flow is going to become a decisive criteria for leadership success in times of digital transformation. On this note, enjoy reading our leadership magazine – may you gain many valuable inspirations and these wonderful moments of flow.

The Bupepha Group is an international network of professional, qualified business coaches, providing assistance in the development of personality and leadership skills. We lead the way with our employment of horses as sparring partners for our clients in training and coaching processes.

Bupepha, the war horse of Alexander the Great, and thus the most famous horse of antiquity, has become the „patron saint“ of the Bupepha Group. According to Plutarch, twelve-year-old Alexander was the only person able to calm and finally win over the wild, unruly stallion. Bupepha accompanied Alexander in all his battles further on, and served him as a constant mirror and feedback provider for his leadership qualities.

With this, Alexander demonstrated emotional intelligence, intuition, visionary power, courage coupled with respect, trust, appreciation as well as the ability to convey profound sense and meaning. It is exactly these leadership qualities which are becoming more and more important these days. And for this reason, the narrative of Bupepha and Alexander have become an allegory for the philosophy of the Bupepha Group. With their mission statement „Horsepower to Empower Leadership“, Bupepha coaches offer different approaches to the understanding of leadership, and demonstrate how to implement and practice leadership successfully and more efficiently. In an exceptional atmosphere and ambience you will discover and awaken your dormant potentials, and experience true leadership up close.

Our clients value our profound leadership and business expertise, efficiently complemented by our custom-fit and experience-based approaches. Our excellent reputation also arises from our cooperation with renowned institutes, organizations, and scientific facilities. Since the beginning of 2017, we have furthermore offered training programs for professional, equine assisted leadership and personality development.

For more information, please refer to www.bupepha-group.com
Leadership, Quo Vadis?
Renaissance of leadership in the digital age?

Digitalization will require a cultural change for executives. This change will be far more challenging than any of the technological challenges. Leadership will essentially be legitimated by personal and social competencies. Systemic understanding will replace the predominant mechanistic world view of our time.

A brief history of leadership

Leading and being led is anchored in human nature. The ability to lead, or being led, is an integral part of human development. In the view of evolutionary scientists and neurologists, it had been vital for prehistoric men to stand shoulder to shoulder against the challenges of their environment. This had many advantages indeed, as tasks could be shared in social groups. While some group members cared and provided for food, the others protected and reared the offspring, or guarded the fire. From this perspective, the initial leadership assignment was to allocate tasks and resources within the community. And in order to do so, it was necessary to know and assess the abilities of each individual group member to deploy her/him according to her/his abilities and skills for the greatest benefit of the community. This was the only way to safeguard the survival of the group, and thus the survival of the individual as well. Very similar to what is vital even for today’s herd animals or members of a pack, the main focus of primeval humans, in terms of the selection of their leaders, was to ensure the further existence of their community. Depending on prevalent environmental conditions, the criteria for such selections could vary. Sometimes the knowledge of vital resources, such as waterholes or feeding grounds of prey animals, was a crucial criterion for leadership, whereas in other cases only physical strength was decisive. Quite certainly there had to be all kinds of disputes and arguments as well – about the best piece of meat, the best sleeping place, about mating, and so on. And again it was the responsibility of the leader to see to it that as little energy as possible would be wasted on such conflicts, but rather saved and protected to increase the chances of survival as much as possible. Basing on this simple type of cooperation, which also entails a collaborative assumption of leadership tasks, the following management tasks have emerged:

- creating social cohesion and establishing coordination
- resolving conflicts within the group
- ensuring mobility of the group
- cooperation or competition with other groups

From a complex „leadership“ to the mechanistic „management“ of the last century

The evolutionary leadership success model has become a tried and tested concept throughout the history of humanity, and – depending on individual application requirements – it has been attuned to particular situations. Even though we have some form of leadership in every small social community, such as the family, the term „leadership“ has...
in the Digital age

leadership

political, and personal strength. Empire distinguished themselves by military, trade relations as well as cultural achievements and leadership. State structures, military order, trade relations as well as cultural achievements were permeated by the principles of strategy and leadership. The great emperors of the Roman Empire distinguished themselves by military, political, and personal strength.

Machiavelli described the ideal leader of the Middle Ages as a consistent and resolute prince, subordinating everything to the defined objective, stopping at nothing and, if in doubt, not taking any prisoners in the truest sense of the word. Prompted by the diversity of political structures in Europe and the growing economic interrelations and interdependencies, more and more differentiated forms of leadership emerged. With increasing trade and growing businesses, work-sharing or collaborative processes became more important, too. As a result, leadership has also become increasingly important in business life. With the onset of the industrial revolution in the 19th century, certain aspects – which we nowadays know as management disciplines – became more and more vital in the economic environment: organizing complicated processes as well as controlling functionalities in work-sharing structures. At the beginning of the 20th century, the concept of „management“ had already been introduced. Many scientists, e.g. Frederick Taylor, occupied themselves with theories of efficiency, uniformity, and predictability of production processes. The idea and image of the social system, which had shaped leadership approaches for millennia before, was then replaced by the idea and image of the company as a mere mechanistically operating apparatus. Accordingly, the idea and image of the „manager“ penetrated the basic understanding of leadership and finally prevailed. Numerous management models emerged in the decades of the 20th century, thus marking a trend which has continued up to the present – from „Management by Objectives“, „Total Quality Management“ to „Lean Management“, and whatever other creative names the countless „Management by“ experts may have awarded to their theories. At the time of advanced industrial culture, these approaches might have made sense – even if it was only for their creators.

A renaissance of leadership in the digital age?

Now, in the wake of an increasing digitalization of economy and society alike as well as of growing interconnections and interdependencies, we indeed realize that all these mechanistic management ideas and images will not get us any further with all the essential questions and concerns about leadership – or, on the contrary, they will rather get us into a dead end. The attempt, to comprehend and control a complex world with linear management approaches, is doomed to fail. Living and moving in a world, that we do not fully understand and comprehend, facing the dynamic changes of our environment, and being willing to master challenges, despite potentially unpredictable and ambiguous circumstances or facts, will ask for leadership qualities which have been inherent in humans ever since primval times. It takes a renaissance of leadership, so to speak – or, even more precise, a liberation of the understanding of leadership from the diktat of management.

Given all this, the task and responsibility of leadership have not essentially changed – they still comprise:
- creating identity
- ensuring order
- providing orientation
- mobilizing

Digitalization requiring cultural change

Digitalization will require a cultural change for executives. This change will be far more challenging than technological challenges enterprises will be faced with. Examples such as Nokia vividly demonstrate that persisting in antiquated management principles poses a threat to the further existence of the entire company. Leadership in modern enterprises will essentially be legitimated by personal and social competencies, whereas specialist knowledge and legitimation via hierarchy or command structures will recede into the background. Systemic understanding will replace the mechanistic world view. Once leadership paradigms have been attuned and leadership competencies have been expanded, a significant cornerstone will have been laid for the future viability and sustainability of the enterprise, also in terms of the digital environment (see diagram).
Mr Doll, you have been dealing with the topic of leadership in different ways and from various perspectives for almost 40 years now. You were an officer of the German Federal Armed Forces and a member of the AMF (Allied Command Europe Mobile Force). As a board member, an executive, and a manager you held leading positions in corporate structures, in medium-sized enterprises as well as in start-up companies.

For 15 years now, you have been accompanying and supporting companies and their executive staff, for the most part in culturally critical contexts and situations, as a consultant and coach. Aside from that, you were the initiator and co-founder of the ethics association of the German industry. You are a computer scientist, specializing in artificial intelligence and complexity analyses, and you have enjoyed a philosophical leadership development education with Jesuit priest Rupert Lay. With this background, you are an ideal conversation partner for us, on the topic of leadership in the digital age.

Allow me to quote one of your statements „leadership is leadership“. What exactly do you mean by this?

First of all, I wanted to clarify with this statement that there is a difference between leadership and management indeed. In many organizations, these terms are used synonymously. In my understanding, however, there are significant differences between these two terms. Managers operate within the framework of existing systems, with all associated system paradigms, attempting to set people and „objects“ in motion, by means of methods, techniques, and control. Managers go by cause/effect correlations, everything is plannable, controllable, and logical. They interpret disruptions or resistances as indicators of failure or poor planning. The social conduct and behaviour of the organization are only secondary matters – the main thing is that they all somehow work. Managers are doers. Leadership personalities, in contrast, are more like servants. They establish and develop organizations as systems. They question existing paradigms and adapt them to changing parameters and altered conditions. Methods and planning are at the most supportive elements that will not prevent a constant observation of and adaptation to altering conditions. Leadership personalities deem any occurrence of disruptions and resistance as an inevitable feature of normal (business) life. They support and motivate their staff to deliver superior performance, while they in turn ensure that adequate framework conditions are established and continue to prevail at all times. They create a culture of confidence and trust, not of fear. Leadership is a constructive approach to dealing with the complex interactions and interrelations of the elements boss, employee, assignment, market situation, corporate situation.

What does this mean in terms of digitalization?

Digitalization is more than just a digital mapping or imaging of existing procedures and processes. All the new technological possibilities and the increasing degree of interconnectivity trigger significant innovative leaps within an incredibly short time. Yesterday’s myth is today’s reality: 3D print, autonomous vehicles, real-time language translation via apps, etc. This creates new demand, new business models, new processes – and all this within shortest time periods. Companies have to face these challenges, irrespective of their business branch or sector, or their size. Executives
have to face these developments, too. They are challenged to realign the „corporate system”. However, this venture will only be successful if they are willing to realign as well, and to adjust their own understanding of roles to these new conditions. Thus, the most vital leadership challenge and assignment in this day and age is the cultural change digitalization has brought about.

Are executives adequately prepared for facing these challenges and assignments?

From my experience, I can only say that a majority of all executives – with a few exceptions, of course – have a tendency to cling to their old understanding of roles. Well, and their understanding of roles proved to be successful in the past – at least, this is what their environment reported back to them, and thus consequently reinforced their leadership behaviour positively. With the mere insight and conviction that something has to change, only few of them will manage. For this reason, it requires targeted trainings in order to embrace and adopt new role behaviour. I very deliberately emphasize role „behaviour”, i.e. a change that can be seen in the individual’s actions. Because a mere, new understanding of roles, a discernible change in how the individual thinks and talks about it, is definitely not sufficient.

Many executives and personnel developers must be looking for appropriate ways to adapt their leadership behaviour to a new understanding of leadership. What do you recommend to them?

Such a change in behaviour cannot be achieved in the traditional sense of a theory transfer. Executives will have to acquire the necessary competencies, i.e. all theoretical contents will have to be internalized and embedded. You will not become a top chef either by just listening to the lectures of a top chef or trying out his recipes, will you? You have to do it yourself. You have to try out yourself. Targeted feedback will let you know which areas or aspects need improvement. And just as with cooking, where you first do not try out your new recipe in a well-attended restaurant but in a test environment, you should proceed with leadership development. From my experience, training scenarios with horses as partners to be guided and led are an ideal test environment for executives. The atunis team prefers these training models to the conventional role plays in workshops, where the respective role partners, due to the nature of the training situation, will not really be able to act and behave authentically. With a horse as a training partner this is entirely different. The horse is always in the here and now. And it provides clear feedback if its leader is present-minded, clear, and authentic. I would also advise against any coaching-supported practising in real settings of daily business life. This might indeed be an additional step towards the reinforcement of theory acquired, nevertheless, I would deem the risk of a „collateral damage” in this real-life scenario, as initial „training grounds”, far too high.

Another aspect, why the atunis team also cooperates with Bukepha Group within the framework of digital transformation projects, is the very special challenge executives are facing: attuning their understanding of roles to the demands of digitalization. Here, the emphasis is placed on strengthening the individual’s personal and social competencies, also as a legitimization towards the partner to be guided and led. This will replace the legitimization through professionalism and hierarchy. Horses are not at all interested in professionalism and corporate hierarchy. They only follow the individual they have legitimated. And this is precisely what we wish to achieve.

There are also critical views of horse-supported leadership development approaches. Have you got any reservations, too?

Well, I think it’s like in so many other areas of life. You will always encounter with good and bad providers. These critical statements should not be generalized. Not all providers render good services, but on the other hand, not all providers render poor services either. However, it is essential to reflect and decide what exactly you expect and aim at. We focus on professional, systemic coaching approaches, predominantly emphasizing leadership contexts in daily business life, rather than adventure-oriented events. With this in mind, we and our customers have found the right partners with the Bukepha Group. And that’s why we have successfully been working together for many years now.

Mr Doll, thank you very much for this interview and your kind recommendation.

„If you want to lead people, you must not chase them before you, rather make them follow you gladly.”

based on a quote of Charles Montesquieu
Interview with Emanuel Umbelino
Major of the Portuguese Cavalry and Commander of the Military Stud

The Portuguese Military and the Military Academy have intensively been working on ways to build leadership skills in high-ranking officers, in the course of their military training periods. Their focus has been on the development of personal and social competencies. In one of his studies, Major Umbelino substantiates that riding lessons for officers develop and shape these very soft skills in particular. Following the invitation of the Portuguese Military in 2017, Bukepha Group had the opportunity to exchange experiences at the Cavalry base in Mafra as well as at the Military Academy in Lisbon. The resulting relation- and partnership is being fostered and advanced. A joint scientific study is in its planning stage.

Horsemanship and the Art of Leadership – The Rediscovery of a Cultural Heritage
In business we are facing a fundamental change when it comes to the role of leadership. How is it in the military?

My experience as a military officer has taught me that the phenomenon of leadership is clearly evident in most structures, be they military or civilian, and at the most varied levels. We can, as a result of our education, at an initial stage have a greater or lesser number of competencies to hold managerial positions, however, experience and reflection constitute a multiplier factor along with the development of personal characteristics that contribute to a better performance in managing both staff and resources.

For a long time it was understood that, especially in the military institution with a well-defined organic structure, well-defined principles, values and virtues, it was relatively easy to carry out the exercise of command through the authority invested under its own rules. Nowadays, especially in multinational environments and in situations of conflict, it is assumed that this exercise should reach beyond that.

Today’s leaders have to have a perfect sense of the characteristics for leaders in a complex environment.

This sounds like dealing with complex environments has become a daily challenge for military leaders. What, in your point of view, are the qualities today’s leaders have to bring along?

Imagination, flexibility, versatility, self-control, self-discipline, professionalism, and above all patience are some of the characteristics that should be present in the most complex environments. Leadership by delegation of competencies, often eliminating levels of command by virtue of the experience of the group, through the use of individual expertise and technical abilities (recognized skills), at the sole expense of the authority invested, has been one of the forms implemented in this type of environment.

Two other elements that may also be included in this equation are personal motivation and stress management. Today’s leader, coupled with his personality traits and his accumulated experience, should also have a wide range of tools to develop in others the voluntary willingness to contribute to a common goal, involving them in the processes and guiding them towards the task, and, in more psychologically demanding environments, efficiently manage both his stress and the stress of his subordinates.

You have conducted a survey about “how horses can help to build leadership competencies”. What have been your main findings?

After having spent several years riding in equestrian competitions for the Portuguese Army, I was invited to attend the various riding courses taught at the Military Riding School at Mafra (Escola das Armas). During the Riding Masters Course, I was asked (by the Olympic Rider and Riding Master, Cor Cav Ricardo Portela Ribeiro) to develop an unconventional theme, in a sense that it had been restricted pursuant to the equestrian doctrines practised so far. That being the case, and because the areas of education, psychology, and leadership have always fascinated me, I decided to work out a thesis that would somehow bring some scientific support to what was empirically claimed, that horses develop certain qualities and virtues in humans. Basically, what I set out to do, was to identify what skills were developed at the Military Academy during the riding lessons. The Military Academy, in its curricular program, has compulsory riding lessons for all the students of the 2nd year, and during the remaining years this constitutes an extracurricular activity. In recent years, this military higher education institution has adopted a model of knowledge management through competence management. Based on the skills already identified and considered essential for the training of the future leaders of the Army and National Guard (GNR), I tried to determine which of these were developed in the course of the riding lessons.

The approach of the concepts of Knowledge Management through Competence Management, a model that the Military Academy presently advocates in the education of future leaders from the GNR and the Army, reveals that, the horse, as a “facilitator” of learning, turns out to be the true master who, session after session, conveys to its students feelings and emotions that in a formal environment would be very difficult to understand. Emotions and sensations that are closely linked to the phenomenon of leadership as a whole. In addition, the employment of the horse as a facilitator of the acquisition of tacit knowledge, by virtue of the nature of the horse, guarantees the essential conditions to meet the requested end results – the development and implementation of specific competencies.

“Imagination, flexibility, versality, self-control, self-discipline, professionalism and above all patience are some of the characteristics for leaders in a complex environment.”

Why is a horse such a good “facilitator” of learning specific leadership competencies?

Here are some reasons:

• Horses are living beings that instinctively seek out a leader, not a “tyrannical” or predominantly dominant leader, but a leader who conveys confidence, security, and constancy in his behaviour.

• Unlike humans, who have many filters, horses are frank in their behaviour, giving us immediate and clear feedback about our strengths and weaknesses – one could even venture to say that the horse, in the perspective of those who know how to decode their language, could serve as an instrument of evaluation and measurement of the personality traits of each human being.

• To effectively communicate with horses, we must first understand, interpret, and change our own mind.
The horse has proven to be a powerful tool in developing leadership skills.

"The horse has proven to be a powerful tool in developing leadership skills."

behaviour, then understand, interpret, and influence our horse’s behaviour. And through the management of the behaviour of these two biological entities we achieve the unconditional cooperation of the horse to satisfy our will (as Rink says in 2004: „Leading men is the ability to influence them, leading horses, too“). This interesting/fascinating phenomenon, which I came across during my literature review, is closely linked to the concept of „Emotional Intelligence“, and the development of this particular intelligence in potential leaders.

When you look at your research, what have been your most surprising findings?

During the analysis of the research items, it was very interesting to discover how the students feel that the learning they take from their curricular riding programs is mainly associated with emotions and feelings, and how these emotions and feelings should be channelled or managed by them so that they can continue to achieve the goals they have set themselves.

It could be observed that the development of the skills studied through riding, does not follow a mathematical formula. These skills are rather developed as if they were ordered by priorities, or like in a pyramid, the student is able to move to another level of skills once the previous level has been confirmed. For example, the student, for being able to influence his/her horse, has to be relaxed, physically and mentally in balance – that is, in comparison to the results of the study, he/she has to first develop self-control, self-confidence, courage, flexibility, and adaptability (related to the student’s need to feel safe) in order to be able to move to the next level.

The horse has proven to be a powerful tool in developing leadership skills. The intrinsic characteristics of humans dealing with them on a daily basis, are associated with the feelings, emotions, and behaviours that we wish to see developed and implemented in our future leaders.

What is your relationship to and your experience with Bukepha group?

It has been quite encouraging to realize that the work developed, in addition to its particular interest for the military, was also in the interest of several external entities, such as the Bukepha Group. At the time of the development of the thesis, very little or nothing had been published about the phenomenon of horse-assisted training in the development of leadership skills. It has been rewarding to become aware of the fact that in this particular field there is a company, which has been dedicated to developing soft skills with horse assisted trainings in the past ten years. On the occasion of the two visits of Bukepha Group to the Military Harass of the Escola das Armas, ties have been tightened in the scope of knowledge sharing in this area. The second visit took place within the framework of a workshop, organized in partnership with the Military Academy, for a target audience made up of specialists from the specific areas of leadership, psychology, physical education, and riding. The results were extraordinary, and the importance of the horse in this very specific field of soft skills development became even more obvious. Research in this area is not only of fundamental importance in terms of externalizing tacit knowledge to the leaders of any organization, but should also be encouraged to integrate other areas of knowledge with a view to universal acceptance and implementation.

Dear major umbelino, thank you very much for sharing these valuable insights with us.

THE HORSE

The horse taught me to be afraid and overcome fear;
the horse taught me and relax in my nervousness;
the horse developed in me the notion of prudence and measure, forcing me to try to get his stride right before I run the risk of the obstacle;
the horse taught me to fall, and with it I learned, above all, to stand firm in the determination to continue the journey, no matter how much pain and effort it cost.

Going hand in hand: exchanging experiences with the Portuguese Cavalry and direct contact with the horse.

In the exercise of riding I learned how much firmness is required in the command and how it requires being discreet and gentle in intervention.

For all this, riding is not only a physical exercise, because it contributes to create in us the habit of self-mastery, the notion of modesty of our strength and our knowledge, the passion to take the risk, whenever possibly calculated. As we say in cavalry, the horse teaches us to have a heart.

(Essay by His Excellency the Minister of Economy, Dr. José Gonçalo Sottomayor Correia d’Oliveira)
LEADERSHIP DISRUPTION
BUKEPHA GROUP

Leadership Disruption
with the Bukepha Group

Sustainable behaviour changes in humans require active guidance and support as well as the creation and shaping of „personal transitions”. A mere provision of knowledge or training of skills by means of conventional, predominantly cognitive approaches, will fall short of this. The Bukepha Group offers a practice-based, proven path of learning, where horses, among others, play an essential role in stimulating, dynamizing, and mobilizing leadership personnel.

A new understanding of roles for leadership

Digitalization puts a substantial number of strategies and processes, which have proven successful so far, into question. It inevitably forces radical changes, also referred to as disruption. Well-trodden paths will have to be abandoned, on individual and structural levels alike. In management meetings, executives are called upon with urgent appeals to face up to this change and set an example for their staff. It is becoming more and more obvious that the most profound challenge of this change is a cultural transformation. And executives are prompted to induce this change. This, however, will only be crowned with success, if they, as leaders, will undergo personal change and transformation as well. Only then, they will be able to credibly and sustainably guide and support the required cultural transformation.

How is it possible to achieve a tangible and sustainable change in leadership behaviour?

As a prerequisite, successful change processes will require an answer to the following three, essential questions:

1. Why do we have to change? (current state, actual situation)
2. Where do we go? (target state, vision/objective)?
3. How do we get from current to target state?

This very simple structure is often neglected in companies in the face of forthcoming changes of leadership. Many executives do not even know the answers to these questions, regarding the creation and development of their individual leadership role, and very often have the feeling of being left to fend for themselves. This frequently results in distress, insecurity, fear, and a „persistence/resistance mentality”. It is therefore advisable to invest time in developing and designing a leadership change roadmap, basing on this structure. Ideally, leadership personnel will be integrated in this process as well, and this way the parties concerned will become the parties involved. In addition to that, successful change processes require a well-balanced attention to both „visible topics”, such as mission statements, leadership principles, leadership processes, programs, documents, incentives etc., as well as „less visible topics”, such as attitude, behaviour, emotions, patterns, privileges, experience, culture, etc. The following figure illustrates this process of change.

„Before we can open our minds to new visions, we may need to empty them of old learnings.”
Stephan B. Young

current situation

future leadership culture

existing leadership culture

company philosophy, guidelines, processes, leadership programs

visible structural transformation

personal transformation not visible

personal inclusion

attitude, behaviour, pattern, emotions, privileges

 iterative approach

derived from „change management adventure“ (FAZ-Book)
Business activities frequently only focus on the „upper path“. Substantial amounts of time, money, and resources are employed, only to find out at last that all efforts have been insufficient to bring about the sustainable change towards achieving the desired leadership behaviour. This approach is purely rational, functional, and – in our words – lifeless. It rather needs an emotional connection with the individual human being, and basing on this prerequisite we have reached the „lower level“, the invisible level. „Growing“ is the magic word. Growing personally as well as growing into a new role. This individual growth process demands attention, guidance, and support in order to create „flow“.

Disruption is the key to success:
In order to get something new, we have to let go the old.

The personal transition from old, habitual patterns towards new, desirable patterns requires a systematic approach which, in turn, will accomplish the following:

• feeling concerned and involved
• feeling emotionally touched
• feeling and experiencing with all senses
• a recurring process of stretching one’s own comfort zone
• letting go all incoherence and (re)discovering coherence
• creating a protected area for experiments (trial and error)

This is precisely where the work and expertise of the Bukepha Group comes in. Basing on our profound leadership/business experience, our coaching/training competencies as well as our action-oriented methods –

• we present and open up new perspectives;
• we encourage alternative, more effective behaviours;
• we pay attention to authenticity and sovereignty in our clients;
• we guide and support our clients in practising and anchoring new role patterns.

Gentle yet intense –
Horses providing bio-feedback and offering emotional stimulation

We pave the way and encourage the personal growth of our clients by offering them a multitude of practical and experienceable trial-and-test opportunities for acquiring new patterns of behaviour. By employing horses here at times, we pursue the following objectives:

• With the employment of horses, we create a stimulating and emotional experimental ground where one’s own self-efficacy may be put to the test undisturbedly, and where new patterns of behaviour may be tried out in a playful manner.
• Horses are a dependable medium for inducing humans to leave their comfort zones.
• The simulation of various leadership, relationship, and communication contexts which horses are excellently predestined for.
• Horses are most reliable, immediate, and unbiassed bio-feedback providers, thus enabling humans – like a mirror of their individual personalities – to experience a new form of self-awareness and self-knowledge.
• Due to the fact that status and expert knowledge are entirely irrelevant for horses, they provide efficient support in developing soft skills: they respond to the credibility, the empathy, the interpersonal skills as well as to the clearness and authenticity of humans without any bias or reservation.
• Horses have a beneficial effect on humans, as in their interaction heart and mind will be simultaneously activated, and emotionality will be stimulated, disclosed, and consequently becomes expressible.

Experience has proved that the transfer to everyday life takes place in a smooth manner and with ease

The action-oriented approaches of the Bukepha Group clearly reflect, or mirror, existing thought and behavioural patterns. The human being will at all times take centre stage. Horses, once they are employed, represent „the outside“ as well as the handling of or dealing with „the outside“ for our clients. For this particular reason, it is not the objective to acquire new forms of leadership from horses, and to translate this to everyday business life, that is, leading staff like horses, for instance. The ultimate objective is rather a recognition and awareness of one’s own thought and behavioural patterns, and to consequently replace or supplement them with new, more effective patterns. Thus, the attitude of the individual changes in the course of the coaching process, and it changes of its own accord, prompted by the advancement in insight and knowledge it has come to experience. Once the attitude changes, the behaviour will change as well. The Bukepha Group furthermore stimulates and encourages this transfer or translation to everyday life in providing guidance and support with purposeful reflections. By following our agile path of learning and maintaining our tried-and-tested sequence of steps, all insight and knowledge acquired will be consolidated and embedded within a time period of several, individual training intervals.
GAINING NEW PERSPECTIVES

Agile learning with horses – The Bukepha Group „Leadership Horse Camp“

Agile learning is all about dynamizing patterns of thought and perception, through focused and targeted activation, self-awareness, and self-knowledge. Just as Goethe once said: „Success has got three letters: ACT.“ Agile learning methods precisely reflect this. Cognitive progress will be achieved through practical action, following the motto „learning by doing“. Our Bukepha Group Leadership Horse Camp encourages you to do exactly this. Moreover, it will be great fun and ensure quick, yet sustainable success.

Agile learning for the working world of tomorrow

The willingness to learn and change is the „nuts and bolts“ in our digital age. However, a mere cognitive transfer of knowledge will neither change any perception nor thought patterns, most of the times it rather only confirms and reinforces existing constructs. And so, the lens we look through, the point of view we take, when we perceive, evaluate, and draw action-guiding conclusions, remains the same. This also applies to a rather passive „consumer attitude“ often encountered in training contexts, in line with the maxim „just go ahead and teach me, and then we will see“. The word „agile“ is derived from the Latin word „agere“. The original meaning of „agere“ very adequately describes the basic principle: „setting in motion“, „being active“, „acting“. The goal we pursue is leadership competence

In the digital age – with all its radically new challenges and requirements – skills, methods, and expertise will no longer be sufficient. It will demand a high degree of personal stability, reflection, and genuine maturity to deal with rapidly changing framework conditions, complexity, ambivalence, and uncertainty. In the future, leadership will therefore predominantly be characterized by the ability to do the right thing, situation-related, and with great sense and sensibility – i.e. to act adequately and appropriately, depending on the situation at hand and the intended purpose. This indeed will be true leadership competence. And this competence may be established and cultivated by acting as well as recurrently trying out and testing. With our Leadership Horse Camp we provide and open up such a field of activity and experimentation, in the sense of a „lab“ for the research and development of personality and leadership competence.

People will develop a new way of thinking by their actions, rather than a new way of acting by just thinking."

unknown source

Agile learning with horses – The Bukepha Group „Leadership Horse Camp“

People will develop a new way of thinking by their actions, rather than a new way of acting by just thinking." unknown source

New perspectives dissolve intrinsic „success prevention programs“, and open up new paths towards acting. The resulting success confirms and reinforces the self-awareness thus gained.

10 BASIC PRINCIPLES

The 10 basic principles of Bukepha Group are based on the fundamental idea of the agile methodology „Scrum“:

1. guidance and support provided by professional coaches (scrum masters)
2. high dynamics as well as a high degree of vitality and flexibility
3. personal responsibility
4. collaboration
5. high emotionality
6. clear targets
7. open and transparent processes
8. short development steps
9. quick and regular feedback loops
10. joint reflections „straight to the point“
Change processes are subject to the information processing psychology “psycho-logic” which works circular and relational, rather than linear and causal. For this reason, the approaches of the Bukepha Group are empathic, flexible, demand-oriented as well as subdivided into iterative steps. For individual and group coaching / team development.

Excellent results:
- personal competence enhancement and expansion
  - presence/present-mindedness
  - ability of perception and reflection
  - self-confidence
  - stability
  - self-regulation
  - decision-making and decisiveness
  - ability to manage conflict
  - determinedness and consistency
- emotional intelligence enhancement and expansion
  - dealing with one’s own feelings and the feeling of others in a constructive manner
  - ability for empathy
  - dealing with emotionally charged situations
- social competence enhancement and expansion
  - interpersonal/relationship and communication skills
  - motivation
  - capacity for teamwork
  - clarity
Bukepha Group Advisory Board

We consider ourselves fortunate to have won a select group of experts for the Bukepha Group advisory board, established in 2017. The purpose of the advisory board is to support the Bukepha Group team as a constructively critical sparring partner, and to actively promote corporate development. The regular exchange and interaction with our advisory board members allow us to question and scrutinize ourselves, to put our ideas to the test, and to make us sustainably fit for the dynamic challenges of the digital age. It was particularly important for us that different areas and perspectives would be covered by our partners.

In the following, the members of the advisory board will briefly introduce themselves, and explain why they support the Bukepha Group.

Alfred Doll
Alfred Doll is the managing partner of atunis GmbH. With the atunis mission statement “changes to grow”, he supports and advances the future viability of his corporate clients. He is a sought-after speaker and sparring partner for all topics related to digitalization and its cultural impact on business and society. As an author, he occupies himself, amongst others, with agile organization models, i.e. viable system model (VSM), as well as the model of sustainable value creation.

Natalie Schult
Natalie Schult is known for her distinct pragmatism as well as her consistent practical orientation and approach. As a sparring partner, she is valued at highest leadership levels. She contributes her comprehensive and profound expertise, e.g. as a consultant, a change manager, a systemic coach, a trainer/coach, a senior executive manager. Natalie Schult is the personnel manager of one of the largest private hospital groups, with more than 10,000 employees.

Bento Castelano
The Portuguese Bento Castelano is an internationally renowned riding master, juror at international competitions, coach, and horse expert. Currently, he is the coach of the Swiss national team in the field of “Working Equitation”, delegate in the Congress of the Portuguese Equestrian Federation, as well as a popular and sought-after riding instructor for professionals and ambitious amateurs.

Leadership skills have been valued over times, which helps to explain why this was one the first subjects studied and described in the history of psychology and the military. The role of horses in acquiring these skills has always been an irrefutable reality – a reality which seems a bit forgotten and undervalued nowadays, even if still quite “handy” though. An efficient interaction with horses requires the ability to process huge amounts of information in a structured way, with a context in which coordination, prioritization, and a sense of opportunity play an essential role – most of the time under stress. This is the challenge all leaders face.

The board of Bukepha Group advisors have a vast experience in international business, but also in coaching leaders with the employment of horses. My equestrian background will empower their work in a way that the horse is the factor indeed that makes Bukepha unique and superior in its assignment of developing and shaping leadership personalities.

From my experience as an executive, yet also as a personnel manager, I know that leadership demands a high degree of self-reflection, self-knowledge, resilience, and – last but not – least self-control. In order to acquire these skills, I personally – as an executive – need a „safe haven“, a place of retreat where I can learn and practise, where I find peace and quiet, and inspiration. I have had the pleasure of experiencing for myself how adequately the interaction with the Bukepha Group as well as the encounter with the horses offer this particular place of retreat, and grant these insights. Where else could you possibly experience a comparable action orientation, if not in close interaction with the liveliness, the dynamics, the unpredictability, as well as the pure and immediate feedback of highly sensitive, yet very clear creatures like horses? I am very pleased to contribute my many years of experience, within the framework of leadership development and change management, to the Bukepha Group advisory board.

My role is to represent the clients’ perspectives.”
We are the right partners for YOU…

if you are an executive or manager,
aspiring to gain more sovereignty,
ease, and flow for your life

if you, as a leader or member of a team,
aim at developing your team into a top team
which, driven by commitment and joy,
will render cutting edge performance

if you, as an entrepreneur or as a
personnel developer,
have been searching for an attractive,
corporation-wide leadership program,
or if you wish to complement and enhance
your existing leadership programs

if you wish to follow an agile path of learning,
building upon the most recent scientific
findings of brain research, yet being tried
and tested and proven at the same time

if you are convinced that only action orientation
eventually brings forth changed actions,
thus contributing to a more efficient development
and establishment of leadership

if you are open for new perspectives,
even to those of involving horses in
leadership development
What can we do for YOU.
Let’s get together to find out.

For more details and further information, please refer to our Website www.bukepha-group.com and Facebook

flow
Fit for Leadership with Bukepha Group. We look forward to meeting YOU.

Take it, it's yours!
Bukenha Group
Professional Leadership and Personality Development

For more details and further information, please refer to
www.bukenha-group.com

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