



IDEIA 2019-2020

Masterclass Series
**Organizational
Resilience**



*Is your organization ready to adapt?
Is your management? Are you?*
Barcelona, 5-6 April 2019

Organizing Complexity in Times of Uncertainty

Did you know that Lean Startup is actually a 16th century idea?

What does the Cynefin framework tell about the risk of simple methods for handling chaos?

Should you read Seligman, Harari, Taleb, Laloux, Puett, Sinek, Gunnarsson, Sennett or Letiche?

What if Appreciative Inquiry might be the best way to become agile?

This two day interactive masterclass will provide managers and consultants with the necessary overview and insights for better choices in facilitating organizational development. For more than 30 years Cees Hoogendijk is co-creator and scholar in the field of learning and emerging organizations. Through knowledge sharing, personal stories, quick scans, a serious simulation game and constructive dialogues, Cees invites you to observe and experience organizational life with new eyes, and to distinguish sense and non-sense in the overflow of conventional and contemporary ‘methods’.



BENEFITS & TAKEAWAYS

deeper understanding | practical tools | increased awareness | vital inspiration | the feeling that you have read (or should read) an extensive amount of relevant literature* | the beautiful scenery of Barcelona, Spain

Cees Hoogendijk is mathematician, architect of flourishing organizations, professor, facilitator, designer, speaker and co-maker of generativity.
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Mail to info@institutoideia.es for information and subscription. Also available as exclusive in-company event. See masterclass program on the next page.

Organizing Complexity in Times of Uncertainty

Programme Overview

DAY ONE: Barcelona, 5 April 2019, 9-18 h

1 | How to be a good organization?

change monster | the connected company | self-scan 'connective leadership' | organizational value systems

2 | What about our mental framework?

organizational metaphors | 'machine' or 'psychic prison'? | pyramids and pancakes | flow and flourishing

3 | The magic of the European excellence model

excellence is about processes | before and after Demming's PDCA | quick scan organizational learning

4 | Serious Simulation Game: The Management Challenge

apply the learnings | understanding enablers and results | integrity and integrality | an amazing dashboard

Optional | Barcelona Guided Tour and Dinner

enjoy the impressive scenery with our local guide!

DAY TWO: Barcelona, 6 April 2019, 9-18 h

5 | Introduction to Cynefin thinking: simple<>complicated<>complex<>chaos

change readiness | organizational fitness | what (not) to read? | teal and scrum | coherent emergence

6 | Design thinking = about products? organization? humans? or processes?

fundamentals and benefits of process thinking | exploring the TOP-ID model | process management

7 | Organizational healthy ageing: how to be agile?

old and young organizations | swot vs soar | appreciative inquiry = organizing | research on innervations

8 | I *and* organization? or I *am* organization? i-llness or we-llness? The wisdom of The Path

reconnecting to forgotten knowledge | generative practices | the essential building block of organizing



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(* Relevant literature being addressed includes a.o. Homo Prospectus (Seligman), Homo Deus (Harari), The Path (Puett), The Black Swan/Antifragile/Skin in the Game (Taleb), Reinventing Organizations (Laloux), Start with Why (Sinek), Hostmanship (Gunnarsson), Organizational Generativity (Cooperrider), The Craftsman/Together (Sennett), Coherence in the Midst of Complexity (Letiche).