

Contents

1 Why Digitalization Demands a Transformation of Thinking.....	1
1.1 Mindset of Individuals and Organisations.....	3
1.2 Mindset and First- and Second-Order Change	7
1.2.1 New Work and Mindset	11
1.3 Mindset and Attitude.....	13
1.3.1 Basic Assumptions as the Basis for Everything.....	16
1.3.2 Basic Assumptions for Agility	18
1.4 Agile and Dynamic Versus Rigid and Fixed Mindset.....	19
1.5 The Structure of Thinking.....	22
1.5.1 Understanding Is an Illusion	23
1.6 Interview with Conny Dethloff.....	25
Referecnes	27
2 Basics of Developmental Psychology and Its Significance for the Mindset	29
2.1 Stages of Moral Development.....	32
2.2 The Subject-Object Theory of Robert Kegan	33
2.2.1 Self-Updating: Digression on Abraham Maslow.....	36
2.3 Stages of Ego Development	38
2.3.1 The Pre-Conventional Level.....	42
2.3.2 The Conventional Level.....	44
2.3.3 The Post-Conventional Level.....	46
2.3.4 Ego-Development as Second Intelligence	47
2.3.5 Ego-Development and the Challenges of Transformation Processes.....	51

2.3.6	Requirements for Mindset from the Perspective of Change Management	54
2.3.7	Requirements for Mindset from the Point of View of Self-Organization.....	55
2.3.8	Assessing Ego-Development	57
2.3.9	Are “Later” Developed Ones Better?.....	60
2.3.10	My Model of “Mode”.....	61
2.3.11	Detailed Description of the Stages.....	62
2.3.12	Development Interview	74
2.3.13	Interventions for Different Stages of Development	76
2.4	Spiral Dynamics	82
2.5	Development-Related Management Interview	84
	References	86
3	How Leadership Leads to New Thinking.....	89
3.1	What Is Leadership?	91
3.1.1	Mindset and Organization	94
3.1.2	Systemic Theory-Theoretical View	97
3.1.3	What Makes Systemicists Tick?.....	101
3.2	Changed Management Principles in Digitalisation.....	103
3.3	Changing Competences in Digitisation.....	104
3.3.1	T-Shape for Agile Working.....	107
3.4	Four Management Directions	109
3.4.1	Mindset for Leadership from the Side	109
3.4.2	Mindset for Leadership from Above	111
3.4.3	Mindset for Leadership from Below	113
3.4.4	Mindset for Self-Leadership	115
3.4.5	Self-Organisation	119
3.4.6	Our Leadership Values Study.....	120
3.4.7	Interview with Anne M. Schüller.....	131
	References	132
4	Mind-Change: Changing the Way We Think and Act.....	135
4.1	The Organization as a Mind Changer	137
4.1.1	Defining Common Understanding.....	139
4.1.2	Feedback as a Central Building Block for Everything.....	140
4.1.3	Determining Location with the Polarities of Belief.....	144
4.1.4	Recognizing Communication Architecture	148

4.1.5	Determining the Agile Maturity Level	149
4.1.6	Designing Processes	165
4.1.7	Start Change with Metacommunication About Change	169
4.1.8	Motivating People to Think in New Ways	173
4.1.9	Training People to Think in New Ways	176
4.2	An Exemplary Individual Change Concept	176
4.2.1	Establishing Basic Assumptions	177
4.2.2	Formulating One's Own Epistemology	177
4.2.3	Developing an Attitude	179
4.2.4	Updating Knowledge	179
4.2.5	Feedback and Reflection	181
4.2.6	Coaching Never Alone Again	182
4.3	Learning Dialectical Logic	183
4.3.1	The Different Understandings of Dialectics	184
4.3.2	Opposites Attract Each Other	185
4.3.3	Dialectical Practice	189
4.3.4	Influencing Thinking Through Language	190
4.3.5	Changing Thinking by Extending the Schema	192
4.3.6	Play!	193
	References	194
5	Case Studies for Agile Working and Thinking	197
5.1	The Group: Otto GmbH & Co KG	197
5.1.1	Agile Cultural Change	198
5.1.2	Mindset of the Managers	199
5.2	ISEKI-Maschinen GmbH	201
5.2.1	Organization	202
5.2.2	Agile Cultural Change	202
5.2.3	Mindset	203
5.2.4	Interview with Martin Hoffmann	204
5.3	Sipgate GmbH	206
5.3.1	Agile Cultural Change	206
5.3.2	Mindset	207
5.4	City of Ängelholm	208
5.4.1	Agile Cultural Change	208
5.4.2	Agile Mindset	209

5.5 Exercises	210
5.5.1 Exercise Case 1: The Value-Oriented Craft Enterprise	211
5.5.2 Exercise Case 2: The Traditional Shipping Group.....	213
5.5.3 Exercise Case 3: The Idealistic Start-Up	214
References	216
6 Better Places for All of Us	217
Index.....	219