



GUIDE TO INFORMATIONAL LEADERSHIP

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Compulsory Managerial Ingredients

Based on some of the ideas of Rudolf Steiner

In 1917 the First World War (a horror trip like nothing humanity had ever experienced before), entered in its third year. They called it “the big war” (la Grande Guerre!) because it consumed the entire energy of whole populations in Western Europe. It not only destroyed energy, but worse, it consumed lives and instead it left behind devastating information on the places where it all had happened. In the series of papers on “Exploring the Information Fields” we give some more details on how we proceeded using the information fields and the knowledge of Nikolai Kozyrev to re-certify some of those locations.

During this big war, more than 20 million people were killed and another 20 million were severely wounded. In 1918, it was a time of tremendous questioning and debate about the right way to organize modern social and economic life. People in Europe had not even recovered from the first and second industrial revolution, when the western capitalist model was being challenged by both socialist movements as well as by the communist revolution in Russia.

Workers were yearning for a better life. Management and leadership (if any!) were based on Newtonian mechanics. It was at this moment that Rudolf Steiner introduced his ideas of how to organize human society. His efforts left their mark on important historic documents on economic, legal and social affairs. In our point of view, he also

laid the basics of informational leadership, which we described in 14 PDF files that can be downloaded for free on www.matrix-informational.com.

During the course of the 20th century the interest in Steiner's work slowed down, but now, as we just have entered the 21 century, many symptoms of managerial turmoil and discontent are reaching such a pitch that real striving for better ways of organizing leadership and business management has emerged again. This paper is based on the way we (the authors) understand Rudolf Steiner's philosophy and how it can be useful in developing informational leadership.

In order to explore and communicate with the information fields, managers need to have the ability to do so. They must be able to understand the results of the evaluations and also need to be able to develop the right intentions. An example we find back in the art of biodynamic farming and gardening. In 2010, we went to Australia on invitation of farmers to whom we explained and showed the combination of exploring the information fields and biodynamic farming. The comments can be read on www.matrix-informational.com. In other words the goal is that managers and leaders of corporations absolutely need to develop a higher sensitivity to life.

An important issue when hiring the "right" managers is "experience". Traditional HR staff has many reasons to convince you about the fact that apart from an accredited diploma, any candidate for a leading position needs to have "business experience". Unfortunately this is a dangerous trap! The reason is that experience only, in many cases, does not provide the right perception. More important than just degrees and/or experience is the sensitivity combined with clarity of thinking and judgment needed to be able to evaluate perceptions and detect the relationships to each other. This is much more important than the faculty of analyzing issues and situations. Leadership is more about synthesis than Newtonian analyses.

Finding the right connections between the different "issues", "parts", "people" and "situations" is the only way to "know" them. In other words the concept of knowledge is based on the capacity of perception and detecting relationships. By approaching a business environment in this way, managers will avoid to "diagnose" a situation and remain stuck with a portfolio of remedies. To diagnose a situation (as is mainly still the case in Medicine) doesn't bring necessarily the knowledge of the real problem, but perceiving the various relationships does! This becomes even more important when exploring the information fields.

Once I met a knowledgeable German engineer who had developed incredible machinery for the glass industry. It was really a nice guy who had also a great passion for aviation. Over the years he had studied the flight of various kinds of birds, and, being a glider pilot himself, he developed a unique computer model for calculations of various lift and drag issues. He worked over 30 years on this system without even telling or explaining it to someone else, for fear that they would "steal" his idea. He even refused to go on the internet with his PC to avoid the risk of hacking...

As Rudolf Steiner exactly explains, knowledge which is kept as treasure hidden by any individual and is not shared, will be rejected by the world. One needs to seek knowledge which will further not just be restricted to oneself but available to the whole of humanity. This is a very important issue in management and leadership. As

soon as leaders recognize this, they will recognize remarkable aspects of their employees and colleagues, much more than what they can see with their normal eyes. Exploring the information fields offers a portfolio of visions and possibilities that need to be understood and allocated in a correct way.

Sharing of knowledge provides (especially in management) the creation of perceptions through which we better can understand the “outside” world. These “business” perceptions give rise to certain kind of “feelings” for example being at ease with a situation, or generating negative feelings towards customers, projects and so on. These feelings and our thoughts work upon each other, just as physical objects do in the physical world.

Informational leaders have trained themselves by listening to people that are not yet on their level of knowledge, and this without any feelings of superiority. Most managers on the executive floor still hold resistance against those who are not on their “level” and therefore do not master the true nature of life. On various occasions, I witnessed managing directors refusing to answer a ringing phone on the desk of an internal sales employee who was at that moment not in the office. They felt too high in rank to answer a call from a simple customer or do the job of a lower employee.

Most executive trainings or management seminars try to teach their participants that it is more important to listen than to talk to customers, employees, suppliers and other persons. That’s fine, but it does not go any further than that! Listening to other people is only helpful if it is free of judgment or criticism! Real leaders listen without judgment or criticism, and merge themselves with the soul of the speaker. It is only then that the true essence of the speaker can be heard.

In my international career I have not seen much of all this, but I know that this caused huge problems outside of the executive floors, leading to chaos and in certain cases to bankruptcy. This communication problem is huge on all managerial levels and leads to many misunderstandings in traditional hierarchical companies. How many times you have been giving presentations for the other members of the management where hardly anyone paid attention to your opinions and feelings? Most of the time, they have already considered their thoughts on the matter before even coming to your presentation. Do not do the same with others talking to you. Rudolf Steiner would call this: delicate tact!

Informational leadership implies that it is not important that your opinion is different from someone else’s, but that this “someone else” has to discover what is right. As informational leader it is your main task to offer your contribution towards the discovery process of the other person.

Informational leadership starts by being curious and demonstrating broadness of mind. Informational leaders will always have a convincing view of the future. They will take every opportunity to excite colleagues and employees about his visions, and constantly make a commitment to process and use information, also from non-common sources such as the information fields. They “lead” their team towards exploring the information fields and therewith create a business environment based on clarity, integrity, openness and environmental fitness.

Informational leaders are no leaders who minimize the work and ideas of others in order to put themselves in the spotlight and who think they are the only ones to know in which direction to go, and who want the others to follow them without asking any questions. Informational leaders know the direction and share their innovative knowledge with their team, customers and suppliers. Due to their commitment they will not only see and show the big picture but also explain and motivate the details.

More information on www.matrix-informational.com.

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