

"The Art of Completing a Project" or: "*How Columbus found India*"

The great confusion

Many articles begin either with a concrete example or a description of the actual context. As you, dear readers, are bound to have read many such openings already, we will simply take a short cut. So just imagine this article begins with an introduction as to how everything has got quicker, better, shorter – or even more turbulent, more complex, more dynamic – over the past few years. To express this in specific figures (even if you read them, you quickly forget them again): it used to take 48 months to develop a car, now it takes 14; a new software program used to take 18 months as opposed to three to six months now; a company's planning horizon used to be three to five years, now it's one year, etc.¹. The number of mergers world-wide has jumped from 7,599 in 1992 to 24,000 in 1998².

And then there's the Internet with all its consequences. As we were trying to find our own web page in a search engine recently and entered the heading "organisation consultancy", we were presented with a list of around 15,000 responses. Another example is important for consultants: A company wanted to elaborate and implement a change programme. At the beginning, it was necessary to draw up an inventory of how many such initiatives were undertaken within the last three years. Six large projects and various small ones were identified.

Navigating your ship though the seas in such times and still arriving at the desired port is a challenge, or you might say it's a real problem. You have to somehow imagine how the Vikings sailed from Scandinavia to Greenland without any compass or storm alerts via satellite. Although we now know a lot more, position-finding and forecasting are still (virtually) just as difficult.

Project completion: an art that only rarely succeeds

In times of huge pressure to succeed and performance management, reaching the objective is the central criterion. Reality certainly shows that projects which have failed or where one doesn't really know whether they were successful are likely to be in the majority. According to current studies conducted by economists, 50%-70% of change projects in companies do not achieve the desired objective, with 85% of bank mergers failing, while the statistics of a tender department even shows that only 5% of tenders result in a definite order. What degree of frustration tolerance is required in such a situation, how much courage is needed to tackle further projects!

Everyday working life is characterised by interruptions, diversions and additional demands. Premature discontinuation or an elastic-type extension of a project with nobody knowing whether it is already dead or not is more likely than achieving completion with a "rounded off" feeling. Aborted, non-completed, bogged-down projects cost energy, strength, time and, therefore, money for those involved, even if no more obvious work is

¹ See ManagerMagazin 6/00 p.126

² Source: Jansen 1999

put into it. Gestalt psychologists in the 1920s discovered the effect of non-completed work, the so-called "Zeigarnik" effect³, by experiment.

The price paid for many non-completed projects is large numbers of company employees groaning: "Not another boss with new ideas, we already put so much work into the previous project, how's the new one supposed to be any better." This develops into an erosion of trust and motivation to get involved in anything new because there are still old, non-completed projects rotting away somewhere.

Different ways of dealing with the end of projects have been observed:

- In the initial phase: we know what the problem is, we also have ideas on how to tackle the matter: so let's get on with it! This means there's no time to consider completion from the outset, e.g. by determining the intention and objective, defining the criteria for success and alternatives in case the project goes wrong. We have to get a move on.
- In the middle phase: agree a target date – oh, we won't make it anyway, we'll simply put it off. Or, everyone's bustling around, you'd think it was going to go on forever. It doesn't enter anybody's head that a project could also come to an end. Or the third variation: oh, the project will be over soon, better start looking for something else straightaway. Or, from one day to the next, nobody cares two hoots about the project any more. Everything is up in the air.
- In the concluding phase, it often looks like the way a lot of meetings end, i.e. someone has to leave or the time agreed is simply over. Or all the money has already been spent in the middle of the project or the financial framework already approved is suddenly cut back to such a radical extent that carrying on the work is inconceivable.

It is an art to complete projects in such a way that those involved can turn to new things

- free of worries and open to what comes next, and
- richer from the learning experience.

Simplicity as a counterpoint to complexity

One tool of the trade that assists the art of drafting a project well, getting through day-to-day obstacles as well as completing it successfully is the ***Unit of Work***⁴ model.

The concept of the ***Unit of Work*** is a navigation map for implementing a (project) plan. *"Maps were originally tales... At the time prior to the discovery of cartography there was only one possibility of explaining to another person what route he had to take to reach his destination, i.e. reciting tales in which a wayfarer... had set off on his way and describes not only this route but, rather, also the adventures and experiences associated with pursuing this path. In implicit terms, the tale provides the listener with a formula that he can imitate or emulate. Maps are the spatial extracts from such tales."*⁵

³ In the experiment, the test persons were given mathematical tasks to do. Half were allowed to finish them, while the others were told to stop. Two weeks later, they were asked what they remembered. The result was that they remembered the tasks that were interrupted, while the others had disappeared from their memory (see Bluma Zeigarnik "Retaining completed and non-completed actions", *Psychologische Forschung* 9, 1-85, 1927.)

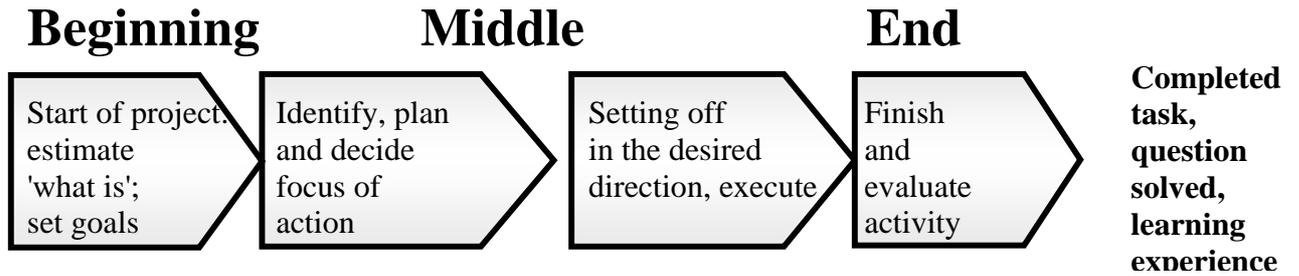
⁴ The model of the Unit of Work is a re-simplified version of the Gestalt Cycle of Experience - see E.Nevis "Organizational Consulting. A Gestalt Approach.", Cleveland 1987

⁵ Fritz Simon "Rambo und andere Persönlichkeiten" in "Managerie. 5. Jahrbuch" p.246

To illustrate this, we have chosen the tale of the voyage of Christopher Columbus to Northern America (1492), which we will describe as a *Unit of Work*:

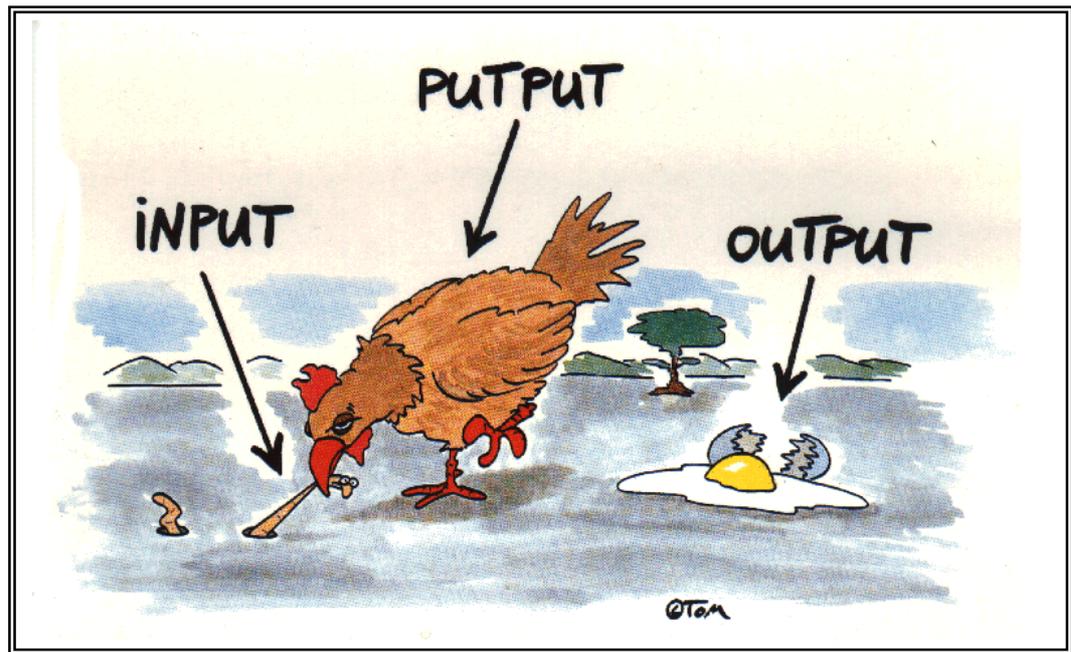
Christopher Columbus had a clear vision, i.e. to reach India by sea (beginning). In fact, he also landed on an unknown continent. He named his inhabitants "Indians" (middle). Celebrations were held in his honour on his return to Spain. Later, it emerged that he had not reached his real destination – India. He never himself had to adapt his conception of the world to reality (end).

In illustrated form, the "*Unit of Work*" map appears as follows:



| | | | |
|---|--|--|---|
| <ul style="list-style-type: none"> • Assessment of the current situation | <ul style="list-style-type: none"> • Comparing actual situation with assessment | <ul style="list-style-type: none"> • Measures | <ul style="list-style-type: none"> • Realising the new situation |
| <ul style="list-style-type: none"> • Describing desired future | <ul style="list-style-type: none"> • Identifying measures | <ul style="list-style-type: none"> • Interim checks | <ul style="list-style-type: none"> • Assessing achievements |
| → Identifying objective | → Developing an implementation concept | → Re-formulating objectives, where necessary | → Learning for the future |

There are many planning models (Deming Cycle, etc.), project-management models, phase concepts of a Change Project, etc.



The specific applicability of the *Unit of Work* tool is displayed in three points:

A universal map for positioning⁶

Organising a project into start, middle and end phases is a universally familiar concept and does not require any great concurrence. This organisational criterion can be made use of in many contexts, whether with an individual interlocutor or in large-scale projects where the entire company is to be restructured. It can concern a post-merger integration process or a switching-over to software like SAP. This map is then also available immediately in times of great stress, time pressure and in confused situations in order to sort out experiences and make them transparent. As an organisational aid, the concept can easily be linked with other interlocutors. It is simple and, nonetheless, dynamic enough to not reduce the complexity of the organisation process unnecessarily.

The journey to India begins with the first step

The *Unit of Work* concept can be used both as a planning and an implementation tool. ~~The way is the goal all is in a state of flux~~ = 2 proverbial sayings that characterise process orientation, but here we have it again, the great confusion. As an undifferentiated strung-together sequence of letters, no sense can be made of them at all. Let's try dividing them into smaller sub-units: **the way is the goal all is in a state of flux**. It reads better already. Further differentiation into sentences then really makes sense of it: **The way is the goal. All is in a state of flux**. Now we have two sentences with a span from the beginning to the end.

⁶ There are other, quick-to-use maps, such as differentiating a communication event according to task (what), relation (how) and framework (times, roles, etc.), or the questions "Where are we coming from (past), where are we now (present), where do we want to go (future)".

In a large change project extending over a period of two years, this span can, via planning, be adhered to rationally, though hardly in emotional terms. Dividing this into small steps is a help. Each sub-unit serves as a module contributing to the whole. This enables a clear, subsequent next step to be seen in a large project still lacking in transparency. Finding out at a meeting that the beginning was difficult for the group and evaluating how these difficulties were overcome in two hours can perhaps be applied to overcoming the start-up problems of the whole project involving 500 staff.

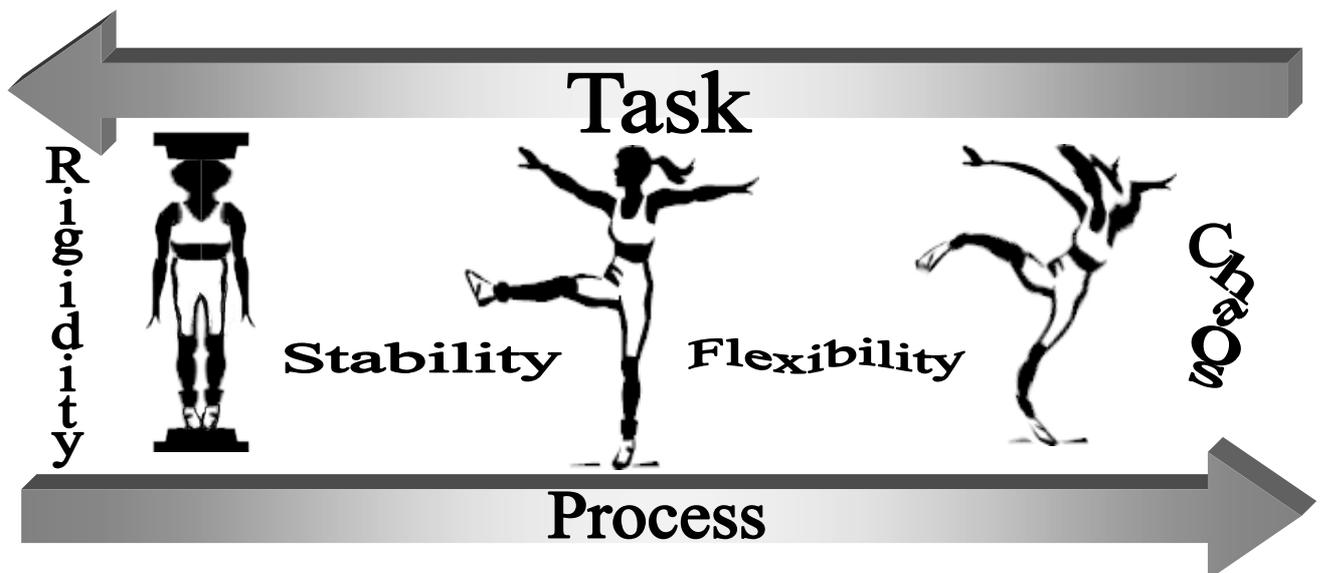
Many surprises crop up during the journey

The concept of dividing the project into start, middle and end phases is not a mechanical model, rather it helps to keep one's sights on transparency and the core objectives using a process-oriented approach while, at the same time, ensuring adaptability. Interruptions are seen as disruptions, though possibly also as important indications from the surrounding environment to review the importance of the project or enrich it with new ideas.

Although a *Unit of Work* has an end, this is not specified in terms of content or time. Even where, for example, a research project is aborted right in the middle of things because it has emerged that the investment cost is too high, importance is also attached in such an occurrence to coming to a conclusion and not simply terminating the project. A *rounded* completion in this case would be to record precisely what has been achieved up to that point and document this in such a way that it can be used elsewhere or, should a decision be made to revive the project, that a simple, new beginning can be made. Coming to a good conclusion in this case also includes giving those involved the scope to express their frustration about the fact they have gone to a lot of trouble and it's all to be thrown into the bin. A "rounded" end can also be where those affected have been able to make peace with the project being aborted.

Task and process orientation can be integrated in the *Unit of Work* concept.

| Process | Task |
|---|---|
| <ul style="list-style-type: none"> • The way is the goal • Openness to surprises • Progress, development | <ul style="list-style-type: none"> • Achieving goals, task fulfilment • Plan, structure, order • Limitation, stipulated conditions |



The way through the beginning, middle and end

Beginning:

Christopher Columbus has an exceedingly attractive vision: he wants to reach India by the western sea route. He is excited not only by Indian gold and spices, but he also wants to prove that the world is round, an assumption shared only by very few explorers at that time.

He has to find sponsors for his adventurous plan, which he wasn't able to do in Portugal, but he was supported by the King and Queen of Spain. He gathers a lot of information through talking to seafarers and geographers, as well as information from the Bible, in which it says that God had drained six-sevenths of the earth. This meant that the ocean between Europe and Asia could only cover a small area. However, he has to listen to tales of monsters in the Atlantic and waves as tall as mountains which drag down every ship.

Whether he was afraid and how he overcame such fear, we do not know. Nor do we know how easy or difficult he found it to hire his crew.

Challenges in the initial phase of a project are:

- a) ***Letting go of what happened before*** is a prerequisite for getting involved in something new. Where the previous situation is associated with the experience of security, this makes it particularly difficult to face the unknown and possible risks with enthusiasm. A company has had a great deal of success with a technology or a product; it is foreseeable that something new will come on the scene but, as in the case of UMTS, for example: will it be a similar success story to the GSM with regard to investment costs?

It is a paradoxical challenge for a manager assigned the task of getting something new going to give himself and others time to come to terms with the past in an appropriate manner. Managers who invest the first few days and weeks in a new position to familiarise themselves with their surroundings and build up contacts – who don't want to prove straightaway in the first hundred days what they can do – such managers are a marvel in terms of composure and a phenomenon encountered only rarely.

- b) ***Generating energy in the system for a common goal:*** It is not enough nowadays for the board of directors to elaborate a vision, immortalise this in a glossy brochure, and then let everyday matters run their normal course. Now, if the board of directors arranges a merger with a previous competitor in line with an expansion strategy, it has to attract stakeholders, analysts, publicity, staff, etc., otherwise things can quickly go very wrong, as with the announced merger between Deutsche Bank and Dresdner Bank. A goal like "we want to be no. 1 on the market (in Germany, Europe or world-wide) is a really attractive objective that can be achieved with the commitment of those involved.

The challenge at the beginning is to identify objectives in such a way that they create sufficient incentive for people to work flat out while, at the same time, not generating excessive pressure (for success) that will lead to responsibility being rejected from the outset. There is much to be "chewed over" before setting the objectives. Pressure for success can be based on the (collectively shared) doctrine of: "I have to achieve a lot to survive". Motivation founded on a lack of alternatives

creates stress and is quickly exhausted. In contrast, a sense of purpose shared and chosen by all those involved generates enthusiasm for the project.

- c) ***Creating the basis at the beginning to stay the course and reach a good conclusion:*** Clear agreement on communication rules, specifying responsibilities, time-frame, budget, support measures for emergency situations, etc. – this framework will provide back-up for the competence of those involved to find solutions in the stormy periods during implementation. This also includes the joint defining of measuring criteria against which the result can be judged at the end, as well as the drawing-up of several target scenarios.
- d) ***Synchronising those involved:*** Dealing with the receptive stance required and the growing complexity at the beginning of the project is something that differs in cultural and personal terms. Some want to get up and running straightaway, things can't happen fast enough for them while, for others, the planning, etc., has not yet been fine-tuned and the question of whether the change is worthwhile at all has not been answered. There are differing views on the question of "Will the external complexity be reduced enough to facilitate action being taken in good time, and will this reduction be small enough to avoid over-simplification and preserve access to the external complexity?"⁷.

“For Germans, the following procedure is 'normal' in their heads for dealing with a problem: on receiving a work assignment, all members of the group collect all the important aspects together and discuss them jointly. The objective is to establish an 'integral' record of the problems to be solved; they want to be able to recognise the actual 'core of the problem'. Americans gear the stages of their work to the following action model and expect Germans to do exactly the same 'of course': on receiving the work assignment, the members of the group concentrate on the final goal and try to specify this as precisely as possible. ... Once an American knows what his goal is, he tries to reach it as quickly as he can.”⁸

How to keep staff in line – an example:

An extensive change process has been launched in a company. Staff from all hierarchic levels and areas of responsibility were brought together at the beginning within the context of a large function to conduct a diagnosis of the situation with them and, at the same time, to assign them the function of "Culture Change Agents" in the organisation. The "buy-in" of the assembled employees was gauged at a subsequent function organised at internal area level: the Change Agents trained at an early stage were just about ready to give up because of the frustration of things going so slowly, while the majority had already climbed on board and a substantial number were still undecided.

Middle:

Let's continue with our voyage to India. Almost two months after the start of the voyage, the crew are starting to lose their teeth and their illusions in the middle of the Atlantic. The navigation aids available to Columbus to determine his course are

⁷ Simon, *ibid.* p.249

⁸ Sylvia Schroll-Machl "Kulturbedingte Unterschiede im Problemlösungsprozeß" in the journal "Organisationsentwicklung" 1-00, p.78ff

the ship's compass and the stars, but it cannot be said that they know exactly where the ships are. The first signs of a mutiny are evident. All there has been to see so far is the water and the sky. "Where is this crazy Genoese leading us?" some of them ask. "It's no use complaining", say the others, "once he's started the voyage, he has to keep going until he finds India."

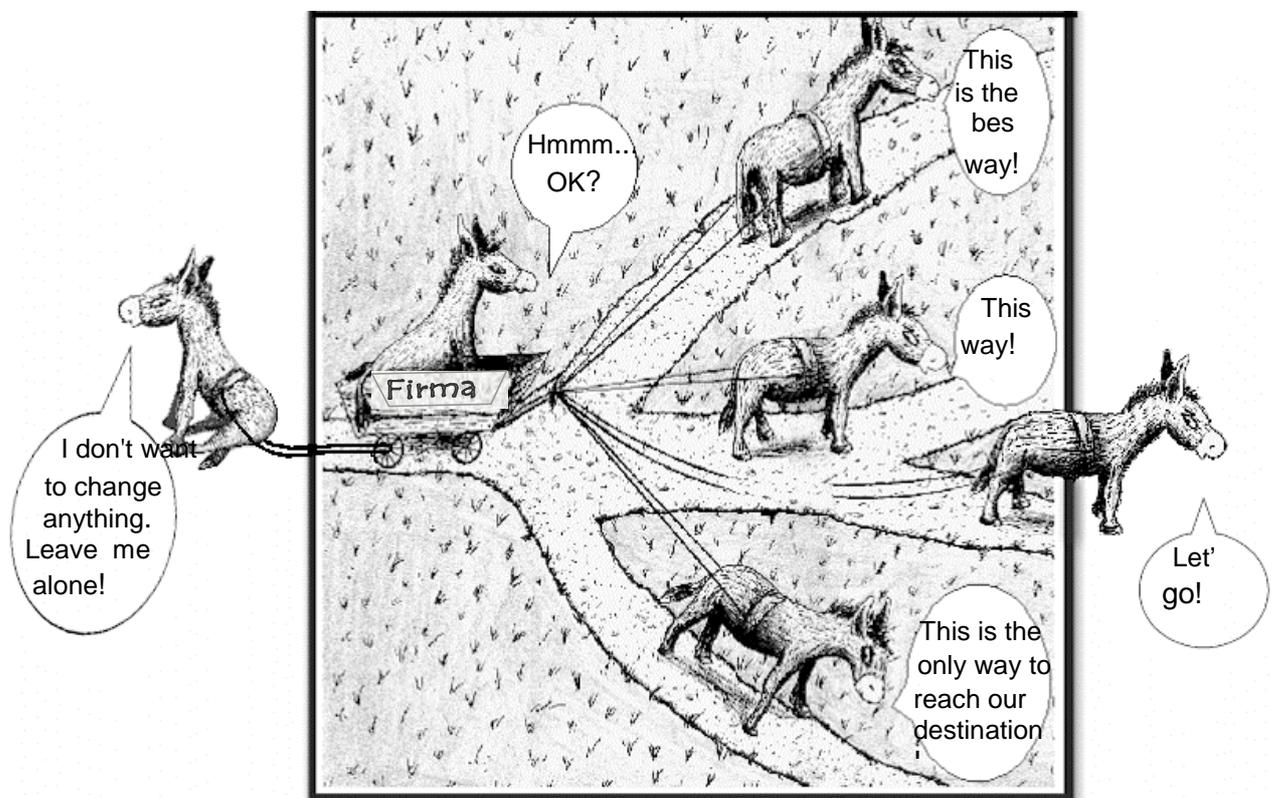
How does Columbus manage to still keep his sailors in line? We know of two means that he used, i.e. cunning (e. g. reducing the distance travelled so that the crew didn't get scared about the length of the voyage) and incentives (the first to see land gets a big reward). He also had a decisive advantage in that once on the ship the only alternative was to starve or jump into the sea. As soon as birds are seen, indicating land nearby, the excitement becomes immense.

"As soon as the spirit is directed at a goal, much comes to meet it." Goethe

Both positive and difficult surprises, external and internal disruptions, everyday work, unexpected obstacles and resistance, etc. are the rule. This phase requires getting involved and persevering unstable processes, i.e. the steadfastness not to lose sight of one's initial goal, while at the same time being ready and able to make creative adjustments. This determines failure or success.

The central challenges are:

- a) Activity and excitement are welcome sources of energy in this phase, although their transformation into **internal tensions** is sometimes almost unbearable, with everybody pulling in different directions. Balancing the varying interests is a Herculean task.



It is simply difficult to judge. Should you turn a blind eye with regard to costs in a development project, the main thing being that the planned deadline can be kept to, or will this strategy possibly overturn the success of the whole project? The opposite can just as easily happen: seemingly routine matters, everything is working well, everyone knows what to do, the initial waves of readjustment have calmed – the only symptom of disquiet is that there is already mention of the final deadline being postponed.

- b) ***Disruptions are the rule.*** Planning a project, possibly also with a one-day time-out, is really a luxury compared with the reality of implementation. Somebody falls ill, a supplier puts back a delivery date, the board requests a presentation of the latest status of the project, in addition to which a customer lodges a complaint and the computer system crashes for no reason at all. Staff leave, new ones arrive; in the meantime the organisation is restructured. Because you yourself and your cooperation partners all have other work to do, demands from elsewhere also get in the way or you're plagued by a guilty conscience that makes you feel you should be doing something on some other matter right away.

The impression of losing control in the complexity of everyday routine and therefore having no chance of reaching the objective occurs quickly. Strategies are necessary to cope with this discontinuity. Simply having to carry out every plan to the "bitter" end is just as unhelpful as the abundance of change projects commenced with great enthusiasm and which run out of steam half way.

Identifying where it is necessary to stick to the original plan and where creative adaptation to a new situation is absolutely essential or even desirable requires the ability to adjust flexibly, i.e. from active involvement to distancing oneself from events. Although this change of pace and perspective is extremely demanding, it does form the basis of the prerequisites for making sound decisions on whether differentiation or flexibility will be meaningful and helpful.

- c) ***Maintaining motivation*** in stormy and calm situations as well as when dealing with external and internal disruptions, and not allowing resignation or capitulation in the team to spread are further challenges that have to be faced. How can the motivation to carry on amongst those involved be maintained although everything is so arduous and difficult? Even as the person responsible for the project, one is plagued by doubts about whether there is any prospect of success at all under these conditions. Why should I put up with all these adversities anyway? Why me all the time? Maybe the entire project was just one big bad decision!

All that can help in this case is composure, trust and confidence: "It'll turn out okay", casting one's mind back to similar situations you came through, recollecting the personal reasons for agreeing with precisely this project. Bureaucratic processes can be performed in a calm and efficient manner; plans that push those involved to their limits and which serve to achieve an innovative outcome have to get through these phases of uncertainty, chaos and unpredictability.

Turning visions into reality is not so easy – an example:

All management personnel and staff have agreed on a common vision for the company with great enthusiasm. Values like teamwork and mutual respect are part of this. Considerable tensions arise between head office and the regions with regard to implementation. There is not much feeling of mutual respect when dealing with each other; instead, it's simply a case of who has the power to make decisions. All the good intentions of the preliminary phase seem to have been forgotten.

End:

224 days later, Christopher Columbus returned to Spain with two of three ships, having had to leave 39 men behind. He brought the astonishing news that India could be reached by the western sea route, something he believed until he died. In the light of history and the eyes of his contemporaries Columbus was exceptionally successful although he had not realised his original plan and he was certainly not the first to discover North America. Nonetheless, it is Christopher Columbus, and not the Vikings, who is regarded as being the discoverer of America.

- a) ***To succeed or not to succeed, that is the question!*** Where have we ended up, in paradise or in hell? Who deserves the honour, the Vikings or Christopher Columbus? Did the outcome justify the price exacted by the whole enterprise, or was it a Pyrrhic victory? It may have achieved something (“America”), but not the goal originally striven for (“India”).

Unexpected results are often attained – an example:

Users of CAD programs report that only 20% of the promised performance of a new system could be realised. Nonetheless, the program has helped with quite different problems and contributed to an 80% improvement in function. In this respect, they are very satisfied with the introduction of the new program, but not with the performance of the sales people.

How can success be defined? (Failure doesn't need any definition of its own, it is everything that success isn't.) And if the objective has not been achieved, what are the consequences? For whom?

This phase concerns assessment. Where the company has invested in the transparency of measuring criteria, where it has clarified in terms of its organisational culture whether errors are permitted, where management acknowledges good achievements but also identifies problems of quality, the personal component can normally be displaced when it comes to this sensitive subject. Without these prerequisites, the strategies of “it's better not to look too closely” or “clarifying the question of blame” are more likely.

- b) **“Clearing-up” work**, such as documentation, delivery, preparing results and presenting them to the (specialist) public, etc. are unpopular "household chores". At a really nice dinner, the cook receives greater recognition than the person washing up afterwards. This kind of work is noticed more when it's not done than when it is done.

Sustainability, a lasting problem – an example:

In the case of a new product, both the product itself and the tools required for series production were developed at virtually the same time. This was an absolute world record, which earned deep respect from the business world and accelerated the readiness of the product for the market. Two years later, it was time to develop the next new product. The problem was that those who had set the world record had left the company, the process had not been documented and this know-how was therefore not available to the company in the new round.

- c) **“Closure builds trust”**. In a completed project, the great confusion is overcome (at least) for this one occasion. If the project was a success, it could be thought that the satisfaction with this would be a "soft cushion to repose on". Although resting and taking it easy is not accepted in today's dynamic age, a well completed project nonetheless has positive effects in the future as experience hugely increases self-confidence for future projects. The experience of having succeeded is a basis for confidence and endurance in tricky situations. Unfortunately, most companies and people do not allow themselves to tap this source of energy, saying, for example, that they have no time for ordered completion because something new has already started and they have to move on.

Trust is easily lost – an example:

A manager has a turnaround contract for a limited period. He manages to gain the trust of the management personnel and staff of his organisation within a very short time. Relations with superiors, colleagues of other business units and head office remain ambivalent, but he is given a lot of leeway because it soon becomes evident that the course he is taking promises success. The goal pursued is reached, the contract period is nearing its end. The tug-of-war on the top floor about whether he should stay starts many months earlier. The consequence is that some of the management personnel distance themselves from him and seek to get closer to other persons in a position of power in the organisation. Once it eventually becomes known that he will not be staying beyond the period agreed, his sphere of influence is only marginal. A dignified parting is ensured with considerable effort. Here, trust has been lost.

d) *Letting go of what has been achieved:*

Now we have come full circle – we are back at the beginning. Regarding it as desirable and worthwhile to enjoy "the vacuum" with peace and quiet and satisfaction or “settling down” before a new project takes more definite shape and entails a lot of hectic work is an attitude that we, as consultants, have rarely heard in the context of organisation⁹. Organisations and individuals now need the ability to let go and risk not knowing straightaway what will happen next. Products that have just started to be successful on the market will shortly be regarded as part of an obsolete technology. Projects into which those involved launched themselves with great hopes will be stopped because the board of management has changed the company's strategic orientation. Professional qualifications that took years to get and entailed passing difficult examinations have increasingly shorter "half-lives".

The willingness to let go and accept this situation empty handed is a prerequisite for being able to knuckle down again¹⁰.

A pilot is taken on board

Captains nowadays have diverse aids at their disposal to navigate their ships safely to their port of destination. When it comes to sailing round the world, much experience has been gathered – knowledge that is passed on to the next generation of navigators. For example, GPS assists navigators in staying on course, while radio links maintain ship-to-shore contact. However, where an area is known to have shallow waters, human beings are still brought in to assist in navigation, i.e. a pilot is flown in by helicopter or arrives on a small, fast boat.

In times of risk, companies use external consultants in the role of pilots for situations that are not entirely clear. These consultants keep a lookout, point out snags that are not obvious from the surface and may advise cutting the throttle because if you're not paying attention it's very easy to overlook important elements. They even give advice on what manoeuvres can be used to avoid shallow waters.

Consultants can be brought in during any phase of a *Unit of Work* or, in complex situations, their presence may be meaningful and useful throughout the entire process. Their focus and action does, however, change during the three phases:

⁹ This can perhaps be compared with the feeling a farmer has in December (decades or centuries ago) when the harvest has been brought in and the new season won't be starting for a while.

¹⁰ We thank Uwe Heim at the Institute for Gestalt Therapy and Gestalt Pedagogics in Berlin for these comments on the significance of letting go and the support he gave us in preparing this article.

| | <i>Characteristic of the phase</i> | <i>Role of the consultant</i> |
|-----------------------------------|---|---|
| Beginning = Entry phase | <ul style="list-style-type: none"> - assessment of requirements and objective - more receptive stance - future-oriented <p><i>Danger: moving ahead too quickly or waiting too long</i></p> | <ul style="list-style-type: none"> - exploratory, encouraging stance to generate openness and trust - handling of overwhelming complexity, perceptions instead of positions - balancing problem and target orientation - support to the effect that a common vision exists before entering the action phase |
| Middle = Work Phase | <ul style="list-style-type: none"> - choosing directions, procedures - action encountering polarities and hurdles - contact and change as objective - active stance - oriented to the present <p><i>Danger: avoidance, routine, abortion</i></p> | <ul style="list-style-type: none"> - leave scope for differences which may turn up - paying attention to what might be missing - create scope for encounter and creativity - indicating different procedural possibilities - confrontation and support, representing both poles: deceleration and target orientation |
| End = Conclusion phase | <ul style="list-style-type: none"> - success vs. failure: adaptation of objectives, satisfaction with what has been achieved - optimum not maximum - more receptive stance - oriented to the past <p><i>Danger: "next please"</i></p> | <ul style="list-style-type: none"> - evaluation, separating data from interpretations and assessments - person-oriented feedback - reference to recognition and celebration - reflection and learning - support for letting go - facilitating conclusion and departure |

Conclusion

So, dear readers, in pondering the tale of the voyage of Christopher Columbus, I hope you have been able to arrive at the conclusion that venturing out through murky and unknown waters using simple charts and maps is definitely a promising prospect, and that you can be very satisfied with results that may well be like reaching America instead of India.

About the authors

Eva Röttgers-Ferchland and **Jürgen Ferchland** are the founders of the **Institute for Gestalt-oriented Organisation Development, IGOR** in Frankfurt/M, Germany.

The main emphases of **IGOR's** work concern change management, organisation development and learning in an international-multicultural context. **IGOR's** organisation consultancy has starting points at the different levels of a system, ranging from coaching for individuals and teams to organisation development for entire companies and company divisions.

The two founding members have worked with clients from the telecommunication, hotel, banking, automobile production, advertising, chemical, energy and other sectors in the United States and Europe. They have taught IGOR further-training programmes in Mexico, Russia, Norway, Lithuania, Israel, Germany and Sweden. They are co-founders of the international further-training programme entitled "A Gestalt Approach to Organisation & Systems Development", which is organised in cooperation with the Cleveland Gestalt Institute and has so far been attended by some 120 participants from 27 countries.

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