

Collective intelligence

Decentralized and multi-professional –
virtual teams in international working groups

or

Are you fond of penguins?

by

Angelica Ulkan
Petra Nickels-Lauterbach
Bernhard Juchniewicz

Internationally minded companies are today facing challenges that call for the use of **decentralized, multi-professional, virtual** teams as a key factor in success, thus requiring leadership styles such as **management by project** and **diversity management**.

To see globalization as an opportunity instead of a threat, and to recognize diversity as a resource as opposed to a barrier, demands a high level of willingness on the part of all employees to:

- critically examine their own patterns of thought and behaviour;
- to accept a share of the responsibility; and
- to embrace learning processes as a means of achieving personal growth, of effecting change and of helping to shape a prospering corporate landscape in which markets and their users engage in near-instant communication with each other **in a virtual-reality experience**.

The age of globalization marks the end of an era for all those with a previously unshakeable faith in expertocracy and in the notion that the agenda should be set by a select few, thus turning upside down all previous social, political and corporate models:

Centralization is losing favour and making way for **decentralization**. The passive “victims” of events **must** become active stakeholders in a wholesale process of transformation, if long-term growth is to be possible in all areas of corporate activity and life in general:

Participation as the new credo.

Are you fond of penguins?

It's very likely that you are: ever since, if not before, the French film-maker Luc Jacquet portrayed them in a whole new light in his documentary “March of the Penguins”, we have been collectively smitten with these birds.

Their home is the Antarctic. Perfectly adapted to their inhospitable environmental conditions, penguins live in proper “societies”, according to certain rituals and criteria that fulfil all the requirements for living in a social community, in order to achieve common goals and interests. Even the young birds form “crèches” in which they learn to join forces by forming circular colonies, thus keeping the biting cold at bay. Always on the move, they ensure that all individuals in the unprotected outer circle can advance to the warmer inner ring and then return to the outer zone – demonstrating collective social responsibility in its best sense.

This is not a prelude to an article about penguins, however; rather, it is a powerful illustration, drawn from nature itself, showing how groups work and what they can accomplish – even under the toughest conditions. And so “the penguin society” is indeed a useful way of getting into the subject matter at hand:

Collective intelligence -

Group wisdom

Recently, awareness has been growing that the solution to the economic, technological and sociocultural challenges facing our society in the future appears too multi-faceted to be left in the hands of individuals alone. Drawing on the communication possibilities of the rapidly developing **Web 2.0**, a paradigm shift is emerging that is leading away from the “centralized” intelligence of experts and trust in opinion leaders, and towards highly sophisticated problem-solving ability in self-organizing groups.

It is self-evident that groups are able to tackle problems at a higher level and so to create and implement outcomes that go far beyond even the best possible individual performance.

Groups are constantly involved in processes of dynamic interaction which, founded on collective growth, experience gained, wisdom, affection and the exploitation of shared knowledge, result in optimum solutions for achieving goals. Groups make use of their **collective knowledge** in their **economic** and **social actions**. At the same time, **personal development at individual level** is profoundly nurtured by the demands inherent in the challenge being faced and by continuous mutual learning:

**The decentralized knowledge of the many
constitutes the resource of collective intelligence.**

Entrepreneurs and managers, consultants and scientists who know how to properly exploit the wisdom of a group in tackling a shared task, set in motion an ongoing developmental process combining knowledge generation, mutual enrichment and inspiration for future challenges.

Groups grow and stabilize as they draw on their own resources and synergistic potential.

On the cusp:

“The fifth and sixth Kondratieff”

Kondratieff is the term, named after the Soviet economist Nikolai D. Kondratieff, given to the **long-wave economic cycles** triggered by the momentum that is in turn generated by a number of basic innovations such as the steam engine, railway networks, electricity, automobiles and – in the more recent past – **information technology** with its impact on new forms of work, occupations, lifestyles and patterns of consumption. Under this chronological scheme Western society is, according to Leo Nefiodow of the Club of Rome, currently standing at the cusp of the **sixth Kondratieff** as the fifth of these cycles nears completion.

The sixth long-wave cycle – so forecasts predict – will continue to be dominated by the availability of information. However, the main focus will be less on its technology than on the pooling of the knowledge that can be generated within the newly created, virtual social structures of **Web 2.0**.

Here, it is primarily the **project leaders and members of decentralized, multi-professional and virtual teams** who are required to input information from cross-corporate contexts into an overall context, to process this data and, in so doing, to implement **projects within an international environment**.

Decentralized and multi-professional – virtual teams in international workgroups

1. Present-day reality

A German manager working for a small or medium-sized enterprise is sent, in his capacity as **project leader**, first to Shanghai and then to Beijing, where he is to head up an international, **multi-professional** team and be responsible for the successful development and introduction of an important core area of operations.

Serving on his team are not only Germans and Chinese but also American, French and British members. Also forming part of the team are **decentralized** groups from affiliated companies over which he has no disciplinary authority.

Communication between the on-site team members, the German parent company and the affiliated companies takes place primarily on a **virtual** basis; locally-held team meetings are, however, possible in principle.

In order to nurture and develop his personal, social and strategic leadership skills, this manager had a coach available to him in Germany prior to his assignment who familiarized him with advanced techniques of **project-oriented leadership** and **diversity management**. In China he receives support from a coach regarding the **intercultural context**.

Far from being a utopian vision, this is a scenario that has become reality, and one that requires businesses to thoroughly familiarize themselves with the demands made on **corporate communication and leadership** in a **globalized world**, in order that they remain on track long-term with regard to both competitiveness and corporate success.

2. Heterogeneous team structures within team-based forms of organization

Decentralized, multi-professional and virtual teams have **heterogeneous team structures**.

They work **on a project-specific basis** within **team-based forms of organization** that transcend barriers of **distance, culture, language** and **time zone**. Flexibility and speed are among the assets of such teams; their efficiency is far higher than that of conventional groups. However, it is expected that the project leaders will be able to sensitively **manage diversity** and that skills in **project management** will be an integral part of their makeup – otherwise success will not be forthcoming.

Heterogeneous, decentralized teams are assigned to implement the following corporate goals (those listed here being a typical example):

Cross-organizational projects such as:

- market opening / market entry;
- establishing and expanding foreign branches/subsidiaries;
- outsourcing of production and services;
- know-how transfer; and
- joint ventures and mergers.

Teams of this nature have obvious benefits, including:

- Networked knowledge is available to all in record time;
- Response times are greatly reduced;
- Market opportunities can be directly seized and increased many times over;
- It is easier to integrate the potential of foreign business partners; and
- Foreign-market demand trends are rapidly identified, understood and responded to in the form of innovative products and customer solutions.

The future belongs to **heterogeneous teams** – their innovative potential and adaptability is considerable and so, in turn, is their ability to implement projects successfully and cost-effectively. This is **chance by change** in its original form.

However, when the companies involved in a given project have different organizational and working cultures, when individuals or entire team groups are decentralized, and when channels of communication are largely virtual in nature, this does not exactly make it easy to create an **identity** that is - both externally and internally - collectively borne and thus forms a basis for successful project work among the team members. They are expected to bring not only **professional qualifications** but also a high degree of both **self- and social management, intercultural skills, goal orientation, conflict-solving capabilities** and the ability to use **electronic media** for communication in a way that is targeted to the objectives and appropriate to the situation.

The **development and leadership** of heterogeneous teams presents both businesses and project managers with genuine challenges:

3. So that diversity becomes a resource instead of a burden: Team-building in decentralized, multi-professional and virtual teams

3.1 General points

Members of **heterogeneous teams** need to have an exceptionally high **capacity for learning, for grasping new ideas and for adapting to change**. These qualities are expected because:

- tasks and responsibilities change rapidly during the course of a given project;
- these teams are multinational in nature;
- there is a high turnover of team members as the project progresses;
- this high turnover means that new team members need to be quickly integrated;
- new tasks must be seamlessly integrated without any loss of productivity;
- flexibility is required in the face of ever more rapid changes in market conditions;
- the latest communication and information technologies are used;
- etc.

In similar fashion to conventional teams, team-building in heterogeneous teams involves four phases:

Phase 1: Developing mutual respect

The team members learn to be aware of, and to appreciate, each other's abilities; they share problems that arise.

- Phase 2: Building trust – “good vibrations”**
Trust emerges; it is based on the team members’ mutual respect for each others’ abilities. Smaller, jointly achieved successes should now come about in order to initiate the development of a common bond and collective identity. Emotion is the sum of all experiences.
- Phase 3: Sustained personal commitment and shared responsibility**
The team members invest their abilities fully in order to achieve the set goals; their response to colleagues and their work is supportive, demonstrating a sense of joint responsibility.
- Phase 4: Identification**
Personal identification with team colleagues, goals and the overriding corporate mission / vision.

3.2 Specific aspects of creating decentralized, heterogeneous teams

Anti-hierarchical team structures are all-important, as the successful execution of a project depends on the interplay between the multifaceted aspects of all team members’ performance both on site and elsewhere. In heterogeneous, decentralized teams, traditional hierarchies would be counter-productive.

The focus should be on a “**high-trust & high-commitment culture**”, in which a **sense of mission** for building and nurturing relationships, reliability and shared responsibility among the entire team is fostered by the leaders and internalized by the team members with the aim of beneficially applying collective knowledge for both commercially profitable and socially responsible action. Decentralized teams with heterogeneous structures **fail** more for reasons of inadequate communicative skills (and thus intercultural competence too) than because of a lack of technical knowledge or through improper use of the latest communications media (such as e-mail, groupware, virtual chat rooms, virtual noticeboards and discussion forums, telephone and video conferences).

All the enthusiasm about the professional use of state-of-the-art communications media notwithstanding, what people need most is the feeling that they are being treated as people – in this respect, human society works no differently from penguin society! **Kick-off meetings**, in which the team members get to know each other and the project goals are outlined, an appropriate amount of **telephone contact** (in particular, contact between the project leadership and team members to resolve unclear issues or conflict situations that arise), as well as **follow-up meetings** as the project progresses, are therefore not only necessary but also instrumental in successful **team-building, developing synergistic relationships** and the **intelligent pooling of technical expertise** in heterogeneous teams in an intercultural, and primarily virtual, communication and working situation.

A key prerequisite for efficient cooperation is **commitment** and **transparency**: the “non-location-bound” world in particular is seeking **reliable guidelines on the provision of information, on best practice and on conduct**. It must, therefore, be one of the **functions of leadership** to implement this and thus foster **team socialization** tailored to the specific circumstances.

3.2.1 Information management and transparency for ensuring compliance with time, cost and performance targets

- Provision, in good time, of full information to all project partners on the project background and dynamics, goals and tasks set;
- Availability of both performance and project specifications, targets and target agreements, databases, etc;
- Exchange and storage of documents by means of a file-sharing system (FSS);
- Availability of standardized templates, suitable means of communication, etc; and
- Achievement of transparency by documenting the project status, providing full and correct information presented in a clear, easily understandable, consistent and comparable form at regular set intervals, e.g. a weekly journal.

3.2.2 Communication structures that must be adhered to.

- Joint ventures, mergers, etc.
- Routines and timetable for feedback
- Introduction of telephone, e-mail, FSS, etc.
- Scheduling of moderated, agenda-led chat sessions (including documentation of the outcome in FSS)
- Scheduling of face-to-face meetings
- Stipulation of participation requirements, etc.

3.2.3 Involvement in the decision-making process

All team members take part in the decision-making process. Ideally, the members will alternately take on the role of **chief decision-maker**. This is the person who can best meet the needs for specialist knowledge within a given phase of the project.

Participation in decision-making has both an integrating and a motivating effect. Nevertheless, it may still be necessary for the project leadership to **exercise a casting vote**.

4. The executive as adviser, coach and trainer

4.1 Organizational structure of heterogeneous, decentralized teams

A. The team

- **Joint ventures, mergers, etc.**
- **The team acts in a goal- and results-oriented manner**
- **The members' behaviour is both relational and culture-oriented**
- **Functions, responsibility and powers are clearly allocated**
- **There are fixed mechanisms for consultation**
- **Leadership roles within the team can – depending on both the situation and the task at hand – be assumed on a rotation basis.**

B. Responsibilities of the project leadership

- **Strategic leadership;**
- Formulating goals, guiding and monitoring the project's progress;
- Defining and monitoring the flow of information, etc; and
- **Relationship management**

Project leaders in charge of heterogeneous teams need to have in their leadership “toolkit” – along with their strategically oriented project management expertise – advanced relational **coaching skills** that enable them to exploit the personal, cultural and multi-professional diversity of their heterogeneous teams in achieving their project goals and encouraging the continuing further development of their team members’ individual, social and technical abilities.

The result is that:

Results-oriented leadership is dominated by
solution- and guidance-oriented management by project.
Relational and culture-oriented leadership is dominated by
holistic/integrative diversity management.

“Management by project” is a tried-and-tested leadership approach that describes a “project-oriented leadership style”. This article will not explain it in further detail as it is assumed that the reader will be familiar with the style in question. However, leadership approaches that address how to manage diversity in heterogeneous teams are relatively new:

4.2 Diversity management as a leadership function

Diversity management constitutes a management approach that enables the **potential** of decentralized, heterogeneous teams within internationalized, team-based corporate structures and project contexts to be fully realized:

Maximizing diversity

and constructive handling of diversity, while at the same time **minimizing** the team’s weaknesses and thus **optimizing** goal achievement and satisfaction on the part of employees, their companies and their customers.

Diversity management uses the multi-professionalism and diversity of heterogeneous teams as a point of access to a wide range of problem-solving approaches that entail dynamic market changes. It is thus able to provide optimum solutions to complex problems, thus empowering the company to develop into a continuously **learning organization**. Diversity management is an innovative, trendsetting cultural approach to a globalized world in which it is necessary to combine heterogeneity with homogeneity and thus to initiate a team into the **single vision being striven for and which is to be jointly realized**. It fulfils the expectations of multinational **collective** action and behaviour in that it elevates diversity as the **ideal**:

Diversity

as “**competitiveness factor number one**”,
synergistic potential
and thus distinctive, unique
resource and opportunity for individuals and companies to develop.

4.2.1 Conflict-solving ability as a leadership skill

Project leaders in charge of heterogeneous teams guide dynamic, highly complex work processes and the people involved in them, who bring their opinions, feelings, emotions and different sets of cultural values that impact on individual behaviour, perception, interpretation and hence communication. They offer “pure dynamite”, especially as face-to-face contact tends to be used only rarely in order to resolve tension.

In this, developing intercultural awareness and **sensitivity** is far more important than rote learning of stereotypical do's and don'ts. This includes the ability to identify **both one's own and other people's culturally conditioned patterns of action and behaviour**, to correctly interpret them and draw conclusions about intercultural-related problems in communication. To broach these issues, to intervene in a solution-oriented manner, and thus to restore a constructive working atmosphere, is the very top priority in relationship management for decentralized international teams.

Moreover, a project leader needs to have developed their powers of discernment up to the point where they can distinguish between culturally related tension and other causes of conflict such as factors related to the company itself or to personality, and can intervene and transform the situation in an appropriate way.

4.2.2 The First Commandment of leadership: motivation – building a high-commitment culture

Only the best teams will be able to rise to the challenges of an internationalized business company in the future – both corporate executives and the managers of decentralized, heterogeneous teams know this. They therefore use appropriate motivational tools to spur highly committed team members on to consistently excellent performance.

The goal is to introduce a **high-commitment culture** in which team members are, by virtue of their being fully integrated into the overall process, and through trust, involvement in decision-making, and accepting both self- and shared responsibility, guided into developing a **sense of themselves** that forges bonds and fosters **commitment** towards the project goals and the company.

Based on this realization, it is not enough to simply introduce just any **incentive systems** for individual and group performance. Incentive schemes need to take into account the **motivational make-up** of the actual team members involved – in other words, to identify the reward for which employees feel it is worth putting in an exceptional amount of effort and dedication. In the same way, the reasons behind any **disinclination to achieve top performance stemming from a lack of motivation** must be uncovered and appropriate solutions devised.

Moreover, it is the **intangible ideals** found within a team that have a motivating effect:

4.2.3 Values and project vision within decentralized teams

Values form the **moral foundation** for working together and, even across geographical space, allow fundamental understanding and rapid adaptation to changing situations. A project leader should therefore, following the phase of team-building in which trust is established, draw up a **profile of values** with all team members – values to which they all feel fully committed.

Another very important factor in the way a team sees itself is the **project vision**. This describes the state **following** the achievement of the project goal, appeals directly to the emotions and **reignites the initial enthusiasm** when, following the initial euphoric, optimistic phase, the first setbacks occur, potentially causing frustration and fear of failure to take hold among the team members.

4.2.4 Collective leadership in international management teams

Today, managers of **international projects** see themselves as being confronted with an **understanding of leadership** that marks a radical departure from the claim to sole, “unshared” leadership:

Shared leadership is the response to a **transpersonal**, partially **cross-corporate** leadership function; its aim is to arrive at **collective leadership responsibility and decision-making**.

Shared decision-making creates **holistic solutions** within complex projects. This can, however, only work on the basis of mutual **recognition** and **respect**, and when all the members of the **leadership team** have a natural attitude of service; this attitude rubs off on the subordinate **project team** and spurs individuals on to achieve **top performance**. Members of international leadership teams must prepare for this task and foster the required mindset in connection with **diversity management**.

4.2.5 Gauging maturity – assessment of decentralized, heterogeneous teams

Beginning from the **initial phase**, the **process of gaining maturity** in decentralized, heterogeneous teams is divided into:

- a developmental phase;
- an advanced phase; and
- top performance.

For team assessment purposes, criteria of both self- and **relationship management** are brought into play, as are criteria with regard to **project implementation and success**.

Where the need is to develop **personal and social skills** in **members of decentralized, heterogeneous teams**, then external coaches from multi-professional, interculturally minded coaching teams, who can deliver the goods in a holistic/integrative manner, are the ideal partners.

Coaches with this background offer **project leaders** special programmes on **diversity management** and on all matters relating to **business & management coaching, coaching specializations such as prevention of burnout and workaholism, partner and family coaching, and consulting human capital**.

ECA coaches have this background. They are the right professionals to turn to when **executives** need to be trained both as self-coaches and, equally importantly, as coaches of their teams, and also when **teams** in companies with an international dimension need to be prepared to take on new functions.

Diversity as a wholeheartedly embraced vision: The “Academy ECA Sozietät” Partnership

**We see diversity as truly being the way to go;
as holding synergistic potential in independent,
self-organizing future markets and groups;
as a distinctive, unique resource and an opportunity
for businesses and individuals to develop in a globalized world.**

*The “Academy ECA Sozietät” Partnership
We live what we pass on.*

Peer-to-peer knowledge networks within heterogeneous team structures: Multi-professional ECA teams

– *Process-, solution- and skills-oriented* –

ECA-licensed master specialist coaches in decentralized, multi-professional ECA teams have come together to form an overarching **ECA Professional Partnership** within the “**Academy ECA Sozietät**” Partnership. We are able to tackle complex problems and are flexible with regard to both timeframe and location.

We translate a **group’s core competencies** and **wisdom** into practicable, tailor-made solutions. Our outlook and our practical approach are both **holistic and integrative**, and we are keen to meet with companies, executives and their teams on a partnership basis and on an equal footing.

Within a process of exchange and consensus, **in a spirit of partnership**, we make use of both **conventional** communication and the advantages of **virtual** communication, allowing us a timely and rapid response to needs. Our knowledge and appreciation of intercultural experience and **diversity** arises quite naturally from our everyday dealings with one another. We believe that constant learning from **diversity** will form the foundation for being able to live and work well in the knowledge-based society of the future.

Our **vision** entails creating **decentralized, multi-professional ECA teams** throughout **Europe** and beyond, and, to this end, enlisting the services of other **ECA coaches** organized within the **European Coaching Association ECA e.V.** as they join forces in **long-term collaboration** with corporations and their partners. This idea – this emotion – is a motivating one and inspires those colleagues who have already allied themselves with the ECA; companies and executives are putting this collaboration into practice with tremendous enthusiasm.

This pooling of resources will have benefits not only for **practical coaching work** in companies and with private individuals, but also for further research and development into **coaching tools and skills**:

Theory and practice are thus **synergistically** blended to create an approach focused on people and on the provision of ongoing support, aimed at helping them achieve their professional and personal goals.

This vision has been the subject of shared reflection as it has been overseen and constructively worked on with colleagues in the **European Coaching Association (ECA)**, and this team effort has now helped it become reality. The collective work within the ECA professional association has resulted in the creation of **multi-professional ECA teams** that have been forged out of a close sense of belonging and that form an **elementary component** of the overarching

ECA Professional Partnership

Corporate Identity = win x win = win4you

The European Coaching Association (ECA) has, for and with colleagues, developed a **licensing** scheme on three levels: **basic, specialist and master**. This has led to the drawing up of an independent, multi-tiered, academically-based **occupational profile and future vision statement** for coaches – with **specialization** possible – that meets the **highest quality standards**.

In its **quality statement**, the ECA defines its **quality criteria** on whose basis it issues the relevant licences. The broad capabilities of the multi-professional ECA teams have their origins in this approach.

To date, an **Internet presence**, a **corporate identity** and **advertising materials** have – based on an overarching “**meta-concept**” – been created for the multi-professional ECA teams.

We are pleased to be able, as professional coaches, to offer you partnership-driven collaboration on multi-professional ECA teams. ECA members seeking to set up on their own are also very welcome.

The multi-professional ECA teams create success for corporations, executives and their employees.

Occupational profiles created by the European Coaching Association

Extracts:

- **Integrity and concept of humanity**

All members of the multi-professional ECA team are committed to the ECA-issued occupational profile with its set of principles for the coaching field to be observed by professional coaches. ECA coaches are guided by a humanistic view of people, humanistic ethics, and the standards and guidelines that flow from this. They work independently and on a professional basis with self-responsible people and companies. They have no affiliation to any political party, sect or organization that disregards either human rights – in particular human dignity – or state laws.

- **Professional expertise**

Members of multi-professional ECA teams only take on assignments for which they have the necessary expertise and experience or (if and as necessary) the required professional accreditation. In their work they fully adhere to the latest scientific findings, the development of their profession and the needs of the client.

ECA Professional Partnership

Core competencies of multi-professional ECA teams

Bildbeschriftung

Institute

ECA Professional Partnership

The multidisciplinary team

Consulting human capital

Business and management coaching

Coaching specialization

Partner and family coaching

European Coaching Association

In achieving corporate goals, the Partnership’s multi-professional teams offer their clients **partner-ship- and solidarity-driven** support.

They enhance satisfaction and motivation, capability and active commitment on the part of both executives and their teams, and are instrumental in ensuring **competitiveness and success** for companies and the people working in them.

Measurable benefits for companies

In international conglomerates, teams with **heterogeneous structures** are the norm. However, small and medium-sized enterprises also need to keep in step with the demands of globalization and, increasingly, to get to grips with what **diversity management** actually involves:

Professional coaches who themselves work in **heterogeneously structured teams** need to display within their own teams the very **leadership capability** they are seeking to instil in others:

Namely, the ability to exploit **diversity** for the benefit of the company and the people working in it, to **constructively communicate** across borders and thus open themselves up to our globalized world and its opportunities. This is because:

“**Markets are conversations,**” as the visionary **Cluetrain Manifesto** claimed back in the late 1990s; in its 95 theses, it speculated about the relationship between businesses and their customers in this technologically advanced cyberspace era.

Heterogeneous teams and their coaches are part of a shared **developmental and success story**. **Diversity management** deserves to be right at the top of a to-do list for coaching – and, if it is, then success will not be far away.

Examples of suggested coaching topics for heterogeneous teams:

Strategic management, including:

- goal management and self-management; and
- corporate identity.

Diversity management, including:

- relationship management;
- intercultural skills;
- team development;
- motivation; and
- conflict management.

Sometimes, in the achievement of corporate goals, specific

- work/life balance coaching

for individual employees can be of particular importance. It can be used to support the most important people (including relatives) in the lives of executives, and to help these individuals achieve growth.

Coaching fosters both **partner and personality development**. It makes an important contribution to work-life balance and thus boosts both **performance and wellbeing**.

«Coaching:

- supports;
- gets things moving;
- encourages and nurtures;
- creates;
- transforms; and
- strengthens

in all of the following areas:

- § The all-round self-assurance (professional, technical and general) of an
- § individual or team;
- § An individual's self-responsibility and contribution;
- § Ongoing long-term personal development;
- § The successful achievement of the corporate vision and goals;
- § Authentically lived corporate mission; and
- § The positive future of the company and the team.»

**“Academy ECA Sozietät” Partnership
for the multi-professional team
Bernhard Juchniewicz
www.academy-eca-sozietat.com**

Profiles of the authors of this article:

Angelica Ulkan

Member of the ECA Advisory Board and Master Executive Coach,

Consultant *HR – HC & International Markets*, member of the multidisciplinary team called the “Academy ECA Sozietät” Partnership, **co-founder, Coach & General Manager**, CCS Consulting & Coaching Synergy GmbH, www.ccs-consulting-coaching.de, Consultant **General Manager**, Engcotec GmbH, www.engcotec.de

Angelica Ulkan combines her background training and work experience, gained at international level in business management and linguistics, with psychological expertise. Having had many years of experience herself in **executive management**, she is familiar with the physical and mental demands and expectations faced by entrepreneurs and managers. In her work as a **coach** she offers a wealth of valuable approaches in both personality and corporate development.

Inspired by a **holistically/integratively oriented mindset**, and with her eye clearly on realistic goals, she advises and coaches her clients in executive-management coaching, in team coaching, and in executive development, drawing on her abundant life experience in her role as an empathetic “sparring partner“ and in the reflective therapy she offers. Among her other focuses are prevention of burnout and workaholism, potential development, finding meaning, partner & sexuality coaching, conflict coaching and crisis intervention.

Petra Nickels-Lauterbach

ECA Master Executive Coach

www.ubnl.de

She has, since 1999, been a freelance consultant, trainer and coach for executives, high potentials and people who wish to get things done and make a difference. Having had 17 years of experience at management level in various branches of industry, she coaches and advises primarily in the areas of banking and financial services, IT, the automotive and manufacturing industry, telecommunications, the public sector and the pharmaceuticals industry. Her consulting fields are change management, team-building, executive development, career management, profiling / analysis of strengths and weaknesses, new placement, conflict consulting, personality development, sales support, customer orientation, performance enhancement, guidance of feedback processes, and communications consulting. Her motto is: forget everything the experts tell you! Become your own expert!

Bernhard Juchniewicz

Executive President – European Coaching Association

Management teaching coach, master health coach, master partner and family coach,

www.academy-eca-sozietat.com

Having undergone multi-professional training, he has since 1976 been working with people in particularly high-stress work and life situations. He advises and coaches entrepreneurs, executives and their teams, particularly in the areas of self- and relationship management, time and goal management, vision management, team leading, corporate identity with integrity, prevention of burnout and workaholism, crisis intervention, life and career planning, coping with personal and work-related crises, work-life balance, regeneration and mental hygiene for executives, and personal-growth coaching for executives' life partners and children.

Founder of both the ECA quality management system and the ECA licensing scheme at basic, advanced and expert level.

Bibliography:

- Juchniewicz, B., (2007): Der professionelle Coach, Berufsgrundsätze, 43. ECA Newsletter
- Juchniewicz, B., Senne, I., Hohmann, B. (2007): Das Ende der Psychopathologisierung, 44. ECA Newsletter
- Juchniewicz, B., Hohmann, B. , Senne, I., (2007): Sobbing, Schicksal oder Chance, 45. ECA Newsletter
- Juchniewicz, B., Ulkan, A., Senne, I., Hohmann, B. (2007): Bewährungsprobe Krise, 46. ECA Newsletter
- Juchniewicz, B., Ulkan, A., Senne, I., Hohmann, B; (2007) Vertrauen - Integrität – Augenhöhe im Management Coaching, 47. ECA Newsletter
- Juchniewicz, B., Ulkan, A., Hohmann, B; (2007) Professionelles Team-Coaching in Ihrem Unternehmen, 48. ECA Newsletter
- Nelting, M.: (2005) Kernkompetenz Gesundheitscoaching, 32. ECA Newsletter
- Juchniewicz, B., Schaubild Persönlichkeits-Ebenen: Weiterbildung Business & Management Coach 1999 (ECA Academy)
- M. Horx, Campus Verlag Frankfurt, 2006, Wie wir leben werden
- Thomas L. Friedman, Farrar, Straus and Giroux New York, 2005 The World is Flat,
- G. Hertel, U. Konradt, Oldenbourg Verlag München Wien, 2007 Telekooperation und virtuelle Teamarbeit
- G. Hertel, U. Konradt, Beltz Verlag Weinheim, 2002, Management virtueller Teams