



SABINE PELZMANN INTEGRATIVE ORGANISATIONSENTWICKLUNG

TRAINING

REFLEXIVE LEADERSHIP

WHY WE NEED MORE
MINDFULNESS AND COURAGE
IN COMPLEX TIMES

DURATION: 3 X 2 DAYS



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REFLEXIVE LEADERSHIP

WHY WE NEED MORE MINDFULNESS AND COURAGE IN COMPLEX TIMES

We have learned to lead, to manage and to hold the organizational levers firm in our hands. But our understanding of machines and our longing for simplicity are not enough.

Our own handling of uncertainty, our understanding of our interdependence with our surroundings and the sense of a future that is only just beginning to emerge are key competences for managing people and organizations.

The confrontation with individual, organizational and collective rhythms and the ability to lead creative conversations make it possible to remain capable of action in complex times.

It is the duty of leadership to facilitate belonging and space for development.



TARGET AUDIENCE

Men and women in leadership positions from expert, profit, non-profit and public organizations whose task it is to make decisions in complex corporate environments and to convey guidance and security.

- Managers at all management levels
- Personnel and organizational developers
- Project managers

USE

- Gaining authenticity in dynamic and complex leadership situations
- Dealing with the prerequisites and possibilities for deep and creative dialogue
- More understanding for the effect of self-perception and the perception of others in leadership work
- Discussion of principles and instruments of self-organization and resonance
- Personal development as a manager
- Further development of one's leadership effects

PRINCIPLES

- Compact knowledge transfer and practice-oriented application
- Theoretical impulses and material for further reading
- High proportion of self-reflection and collegial reflection
- Transfer of the learning experience into own leadership work and attitude

STRUCTURE OF THE COURSE

DURATION: 3 X 2 DAYS

MODUL 1

DIALOGUE IN LEADERSHIP WORK

- The concept of reflexive management
- Correspondence model and polylogue
- The creative conversation
- Possibilities for deepening communication

MODUL 2

LEADERSHIP IN TURBULENT TIMES

- Individual and collective rhythms
- Cyclicity in leadership: stories of heroes and heroines
- The concept of anti-fragility
- Integral life practices

MODUL 3

LEADERSHIP AND RESONANCE

- Care and regulation of self-esteem
- Theory U and process-oriented psychology
- Concepts of identity: letting go and reinventing oneself
- Self-conception and leadership attitude



SABINE PELZMANN ^{MSC MBA}

Sabine Pelzmann works as a coach, consultant, sculptor and author. She is lecturing at several universities on leadership, system theory and organizational development. She is the mother of two daughters.

She is heading a consultancy firm in Graz and has been working with executives in expert, profit, non-profit and public organizations for more than 20 years. She is experienced in the conception and implementation of change processes as well as the design of reflexive leadership development programs.

The central themes of her consulting are change, release, decision, reorientation and unique leadership.

Sabine Pelzmann was born in Austria in 1966 and grew up on a farm. She studied at the University of Natural Resources and Life Sciences Vienna and at the Danube University Krems. During her studies, she has worked with growth processes, integrative consulting, system theory, process-oriented psychology and ecological approaches to business and agriculture. Her multidisciplinary education allows her to work in various fields. Interdisciplinarity, cross-sectoral approaches, value orientation and relation to real life characterize her work.

Sabine Pelzmann has consulting experience in Austria, Denmark, Georgia, Israel, Italy, Switzerland, Ukraine and the United States. Leadership and management theories, the integrative approach by Hilarion Petzold, process-oriented psychology and the archetype concept constitute the basis of her work.



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Johannhöhe 12, 8043 Graz / Austria
T. +43 664 45 320 48
office@pelzmann.org

www.pelzmann.org