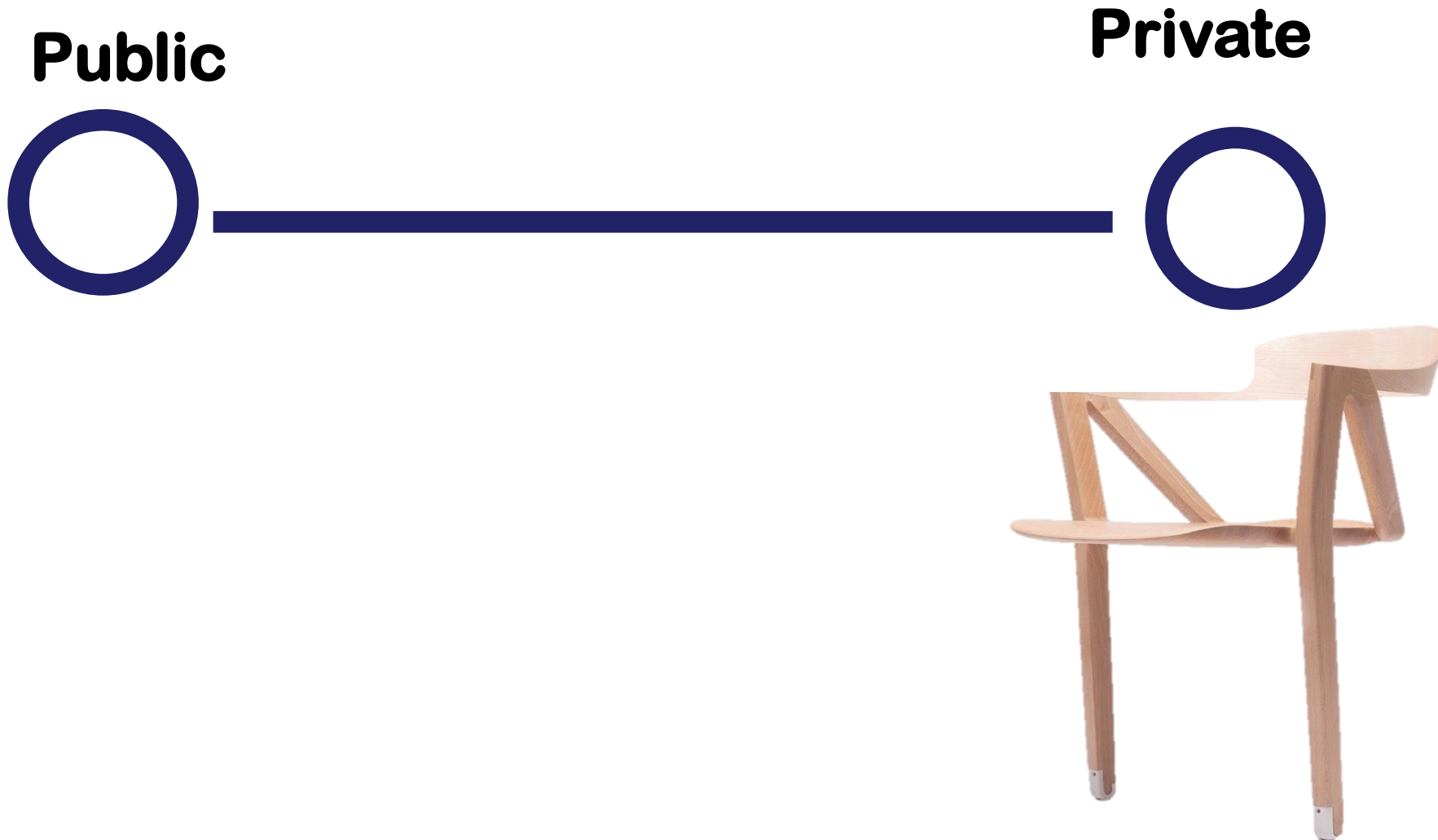


# CoachingOurselves

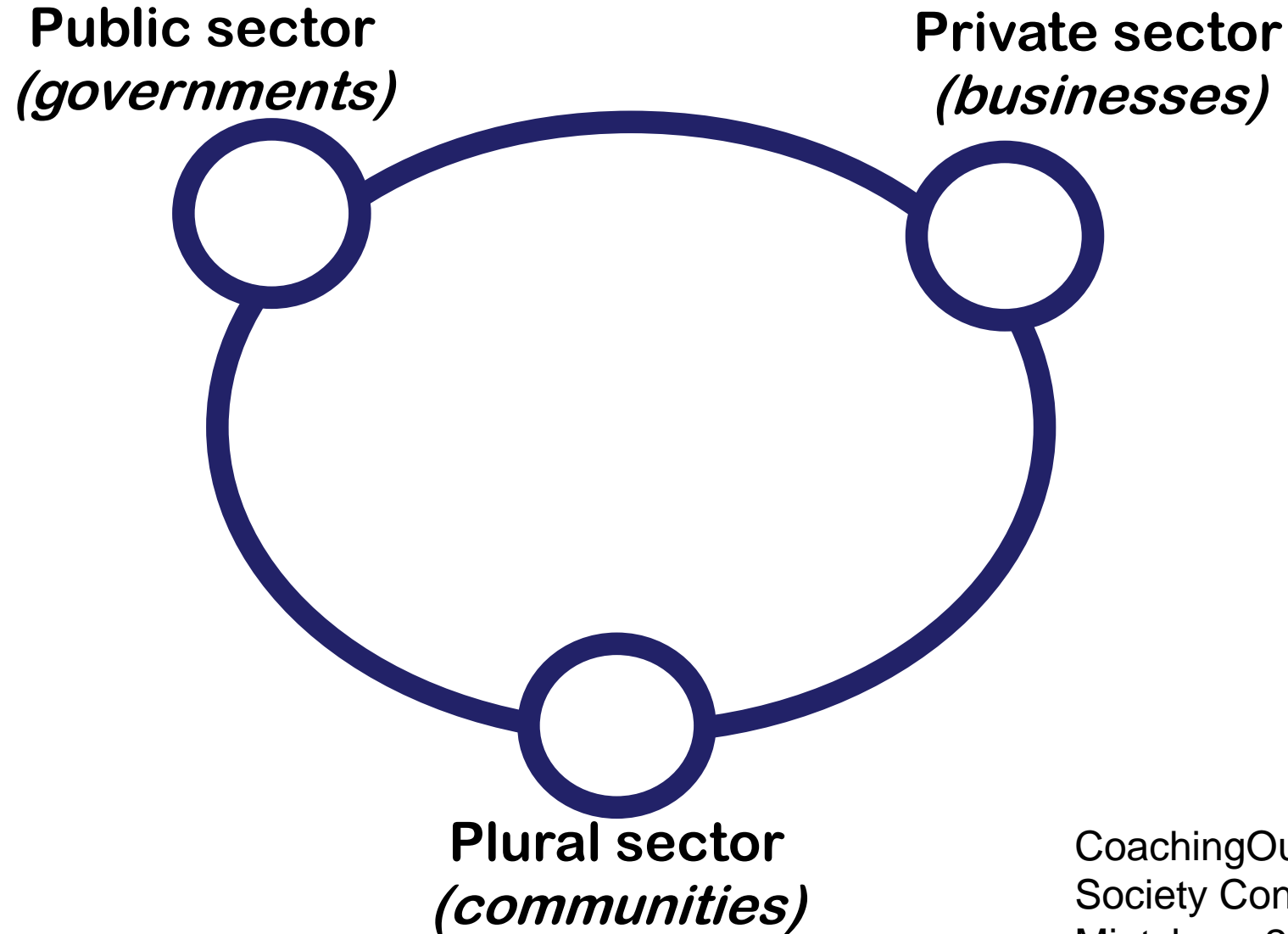
## *A Brief Introduction*



# Our Linear Politics



# Three Sectors for Balance



We can develop manager/leaders to be

Cold and calculating

OR

Caring and engaging

# Cartesian View of Learning

knowledge as substance



and pedagogy as knowledge transfer

# The Social View of Learning



understanding is socially constructed

A scalable version of the  
Master of Management Program  
by Henry Mintzberg



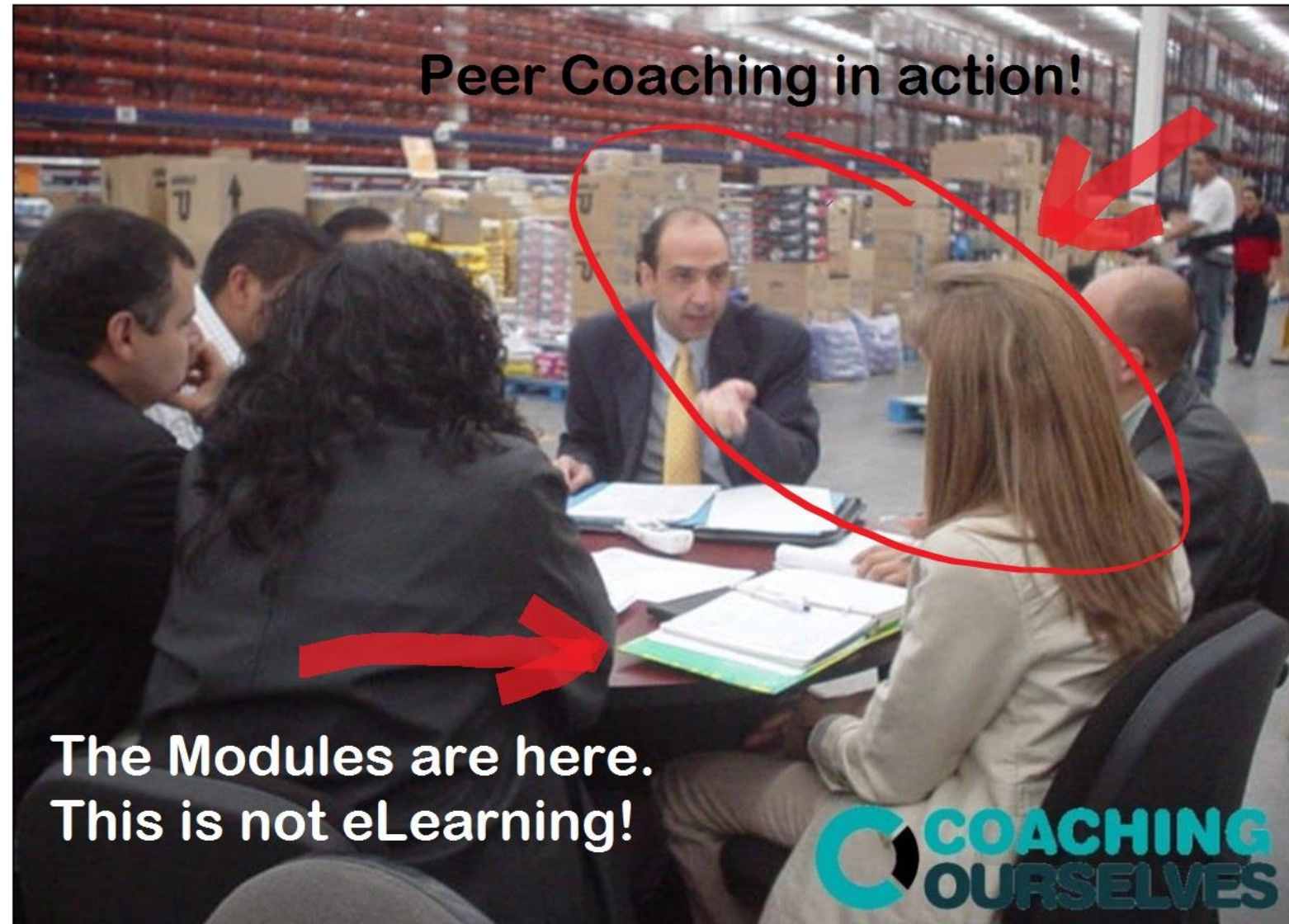
Peer-coaching

Reflection & dialog

Develops leadership capacity  
& organizational effectiveness

Based on Mintzberg's  
approach

Supported by >80 Modules





20,000 managers use CoachingOurselves  
in over 8 languages

## Yönetmel Olaylar

a) Her birinin son birkaç hafta içinde yönetici olarak sizin veya yakınlarınızda kişilerden başına gelen bir hikayeyi paylaşım üzerine düşünün.

- Bu belki bir çalışanla/ müşteriyle/ortakla/ iş arkadaşıyla yaşanan bir olay olabilir. Grup için ilginç olacağını düşündüğünüz bu konuyu bir şekilde çözünüzü düşünüyor olabilirsiniz veya konuyu henüz çözmemişsinizdir ve bu durumda grup size yardım edebilir.
- Eğer grubdaki diğer kişiler de aynı olaya dahil olursa, bu olayların neden ve nasıl olduğuyla ilgili olarak düşüncelerinizi paylaşmak için harika bir zaman. Bakış açılarınız farklı mı?

veya

b) Geçen toplantıda kaldığımız herhangi bir konuyu takip edin.



"Bir çok insan hayatı kendi sistemleri içinde sındırmaksızın geçen süregelen bir seri olay olarak yaşarlar. Olaylar üzerine düşünüp, sındırdığı zaman deneyime dönüşür."

Saul Alinsky (Radikaller için Kurallar)

## L'imputabilité : c'est une question délicate



David Creelman est PDG de Creelman Research. Il écrit, fait de la recherche et donne des conférences sur les enjeux les plus essentiels en gestion des ressources humaines. Parmi ses clients, il compte des groupes de réflexion, des consultants, des universitaires et des organisations privées au Japon, aux États-Unis, au Canada et dans l'Union européenne. Il conseille aussi des organisations sur la gestion des ressources humaines. Avec le Human Capital Institute, il a participé à plusieurs tables rondes qui portaient notamment sur la gestion globale des talents, les stratégies d'apprentissage et le retour sur investissement de la gestion des talents.

[www.creelmanresearch.com](http://www.creelmanresearch.com)

## 创造开放型文化：再思21世纪的职场



里卡多·塞姆勒 (Ricardo Semler) 是塞氏 (Semco) 公司的总裁，该公司是一家成功的全球性企业集团，总部设在巴西。他因为一手打造了世界上最与众不同的工作环境而闻名于世。在这个公司里，传统的企业层级结构、员工制度和利润增长观点都常常被颠覆。他两次被评为巴西商界年度人物。毕业于哈佛商学院的他，能够熟练使用5国语言。他是《塞氏企业传奇：最不同寻常的成功企业的故事》和《七天的周末：改变工作的方式》的作者。

## Omgaan met de druk van het managen



Henry Mintzberg, Cleghorn Professor Management Studies aan de McGill University in Canada, is een internationaal befaamd spreker en auteur op het gebied van organisatie en management. Tom Peters heeft hem beschreven als "misschien wel de belangrijkste managementdenker ter wereld". Henry heeft 150 artikelen en vijftien boeken gepubliceerd, waaronder Managers not MBAs waaruit CoachingOurselves is voortgekomen. Ga naar [www.mintzberg.org](http://www.mintzberg.org) voor meer informatie.

Photo: Owen Egan

## اللى مايشوفش من الغربال يبقى أعمى !!

باللا نتفج

عندما نقول أننا « نريد أن يتحمل كل شخص مسؤوليته »، هل فى الحقيقة نعنى « نريد شخص ما لإلقاء اللوم عليه »  
ويكلمات أخرى هل «المساءلة/ المسؤولية» هى مجرد خدعة من الإدارة لإلقاء اللوم؟ فيما يختلف هذان المفهومان.



1. ناقش الأسئلة التالية مع الزملاء:

- هل يمكنك أن تتذكر أحد المرات التى تم فيها لوم شخص ما بدون وجه حق وتحمله مسؤولية فشل تحقق هدف ما؟
- كيف كان يجب التعامل مع مفهوم «المساءلة/ المسؤولية» فى تلك الحالة؟

2. لنقم بمناقشة الفرق بين «المساءلة/ المسؤولية» وإلقاء اللوم.

## Что не так с ответственностью?



1. В течение нескольких минут запишите следующую:

- Проблемная ситуация, когда кто-то из коллег за что-то «отвечал».
- Что по вашему мнению было не так.
- Что вы сделали.

2. Расскажите об этом другим участникам.















**Ayaz Manji**

Watsan Advisor

**Agnes Koome**

Training Manager





Today our partner, Angela Cassandra Allotey of Brookman & Associates, initiated a first group of participants to the CoachingOurselves approach to leadership and management development, during our first workshop in Accra, Ghana!

Congratulations to all the participants, and to our partner, Brookman & Associates.

Learn more about peer-group coaching at [www.coachingourselves.com](http://www.coachingourselves.com)



“So everyone ought to have the same purpose: to identify the interest of each with interest of all.”

Cicero, On Duties, 44 B.C.

*The Best organizations are communities of  
engaged human beings, not collections of  
detached human resources.*

Henry Mintzberg, Co-Founder