

2022/23

# NEXT:PEdition

LEARNING LAB 3<sup>rd</sup> edition  
**ARE YOU READY TO SHAPE  
THE FUTURE OF WORK  
AS A NEXT:LEADER?**



# LET'S FACE IT: WORK DOESN'T WORK.

THE  
MEANING OF  
NEXT: ...

Organizations as we know them – formed by needs of the industrial revolution, hierarchies of people and power – are the answer to questions from the past. Shaped by a dominant mindset of a bygone century, where leaders and economists believed in equilibrium, unlimited growth and rational behavior of people.

We now live in a world that is defined by exponential change and inescapable uncertainty. Current and future organizations and their **leaders need to find new answers how to become responsive and thrive in dynamic complexity**. Welcome to next:land!

# A NEW CONTINENT TO EXPLORE: NEXT:LAND



by dwarfs and Giants in Harvard Business Manager (HBM) Agile Management Edition (04/2017)

# THE CHALLENGES WE FACE: WELCOME TO **NEXT:LAND!**

## **CREATING VUCA-PROOF AND RESPONSIVE ORGANIZATIONS**

Organizations today need to navigate their way through digitalization, disruptive innovation and globalization with all its social and environmental challenges. We are called to build organizations that are capable of responding and adapting quickly in ever-changing environments. The speed of learning and iterating the organizational setup or its strategy becomes a crucial success factor.

## **SHOWING UP AS HUMANS TO BECOME NEXT:LEADERS**

This VUCA-world is also challenging us as individuals. Acting in times of uncertainty and ambiguity is hugely demanding. It requires us to strengthen our internal compass, our capacity to hold turbulence, venture in the unknown and navigate complexity. Unfolding our unique creative potential as human beings beyond intellect is an essential ingredient for next:land. Showing up as full human beings and tapping into our own power to shape the future of work and guide organizations from now:land to next:land.

# THE LEARNING LAB

The next:pedition provides a unique learning space to experience the challenges of next:land and develop new answers. Set up as a lab, it is the invitation to generate deep insight through a cutting-edge experiential learning design. The lab helps individuals and organizations unlock their potential to sense and respond to change and dynamic complexity. It helps participants to apply, try out or even to prototype adequate post-conventional practices. The question we are holding during the lab is: **How can we as next:leaders shape organizations that are ready to face the world's most critical challenges?**



## We are addressing 2 focal points:

**The Individual** – Experience yourself how you handle the complexity of dynamic and diverse context. Build new competencies by collaborating with other pioneers in the field to create your unique learning journey.



**The Organization** – Learn theories, practices and tools to shape organizations of the future! Explore ways to incorporate next:land ideas into your organizational context. One next:land core-element is building effective teams: Immerse yourself into the dynamics of diverse teams. Train your skills to lead difficult conversations and create psychological safety and a sense of belonging – essential ingredients for high-performing teams.

*“Act yourself into a new way of thinking rather than thinking yourself into a new way of acting!”*



# 5 REASONS FOR YOU TO JOIN **NEXT:PEDITION!**



- 1** You will find new ways of working to **shape and lead your organization** to embrace innovation, responsiveness and meaningful collaboration.
- 2** You will **find peers** and a safe space to reflect and transform your personal patterns.
- 3** You will **build courage** and confidence in guiding your organization on that transformation.
- 4** You will experience and apply **transformative self-organization practices** necessary to thrive in a world of dynamic complexity.
- 5** You will learn from, explore and practice with pioneers from other organizations: In a physical and virtual **lab environment** (case work, experiments) plus **learning journeys**.

# HOW WILL YOU LEARN ALL THIS?

# BY DOING!

During the course of this program, you will get many chances to **prototype, fail, reflect, learn and succeed:**



- You will **experience yourself in two teams**: one to self-organize your own learning journey and a homegroup to reflect and digest learnings as we go. The teams will be equipped with tools to reflect on their dynamics, tackle conflicts as learning opportunities and grow together.
- You will **work on real organization cases** and experiment within your own context. You will apply powerful **systemic theory and practices**.
- You will experiment with our **toolbox for leaders and change makers**: a handpicked selection of approaches and methods based on Agile Working Practices, Holacracy, Sociocracy, Design Thinking, Lean-Start-Up and Conflict Resolution Approaches.

**AND:** You will be supported by **3 guides** to maximize your learning experience!

# BECOME A MEMBER OF NEXT:PEDITION! WE ARE LOOKING FOR:

16–20 people of different organizations willing to explore the next:land practices of organizing, leadership and new ways of work.

**LEADERS**

**ENTREPRENEURS**

**CURIOUS? MANAGERS**

***FRONTRUNNERS***

**ADVENTURERS**

**CHANGE MAKERS**

standing on the shoulders of loesie





**“As a leader you will learn that long and unstable roads await you, how much more your company has to do to answer responsibly to current change. In the next:pedition, you will feel it and understand that you do not have to get to a final finish line. You can just start starting – and learn on the way.”**



Anna Zarudzka,  
Participant next:pedition 2 (2019/20)  
Serial Founder & Co-CEO BOLDARE

**“The content of the next:pedition and the learning environment were extremely helpful to reflect my own mindset and to enrich my own change process with a new attitude. For our daily business, I explored new methods that help to progressively transform my organization.”**



Frank Hoettemann,  
Participant next:pedition 2 (2019/20)  
Agile Lead Innovation & Head of Brandstrategy,  
eprimo GmbH

**“What I found in the next:pedition were like-minded people who are willing to explore next:land and to work on new organizational forms and structures – absolutely passionate about making a difference in the current world of work”**



Alexandra Spagnol,  
Participant next:pedition 1 (2017/18)  
Organizational Developer at a multinational  
engineering and electronics company

## VOICES OF NEXT:PEDITION TESTIMONIALS

# YOUR GUIDES



**Gerhard Hochreiter**



**Anna Wohlessen**



**Gerald Mitterer**

The three guides are members of dwarfs and Giants, authors and speakers, all of them with +10 years experience in systemic transformation work across

various industries, agile ways of working and selfexperience; academic backgrounds in sociology, economics and psychology.

# PRINCIPLES WE BUILD ON

## Create a safe social container first.

Experience how psychological safety and trustful relationships catalyse creativity and learning.

## Organizations are social systems.

Enrich your understanding of organizational dynamics by applying Systemic theory: “Nothing so practical as a good theory.” (Kurt Lewin)

## Magic happens out of the comfort zone.

Learn to act as a leader in ambiguity and uncertainty, build confidence how to navigate unknown territory.

## There is more than our mind.

Explore answers from different levels of knowing: intellect, emotions, intuition and embodiment.

## Acting ourselves into a new way of thinking

... rather than thinking ourselves into a new way of acting. Immerse yourself into the challenges and learn how to create impact as a leader – through authority, not power.

## Model a post-pandemic work environment

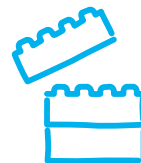
Engage in intense in-person modules and learn to leverage technology for effective virtual collaboration.

## You will always meet yourself.

Experience and reflect on your own patterns to unfold your potential as a next:leader. “New work needs inner work.” (Joana Breidenbach)

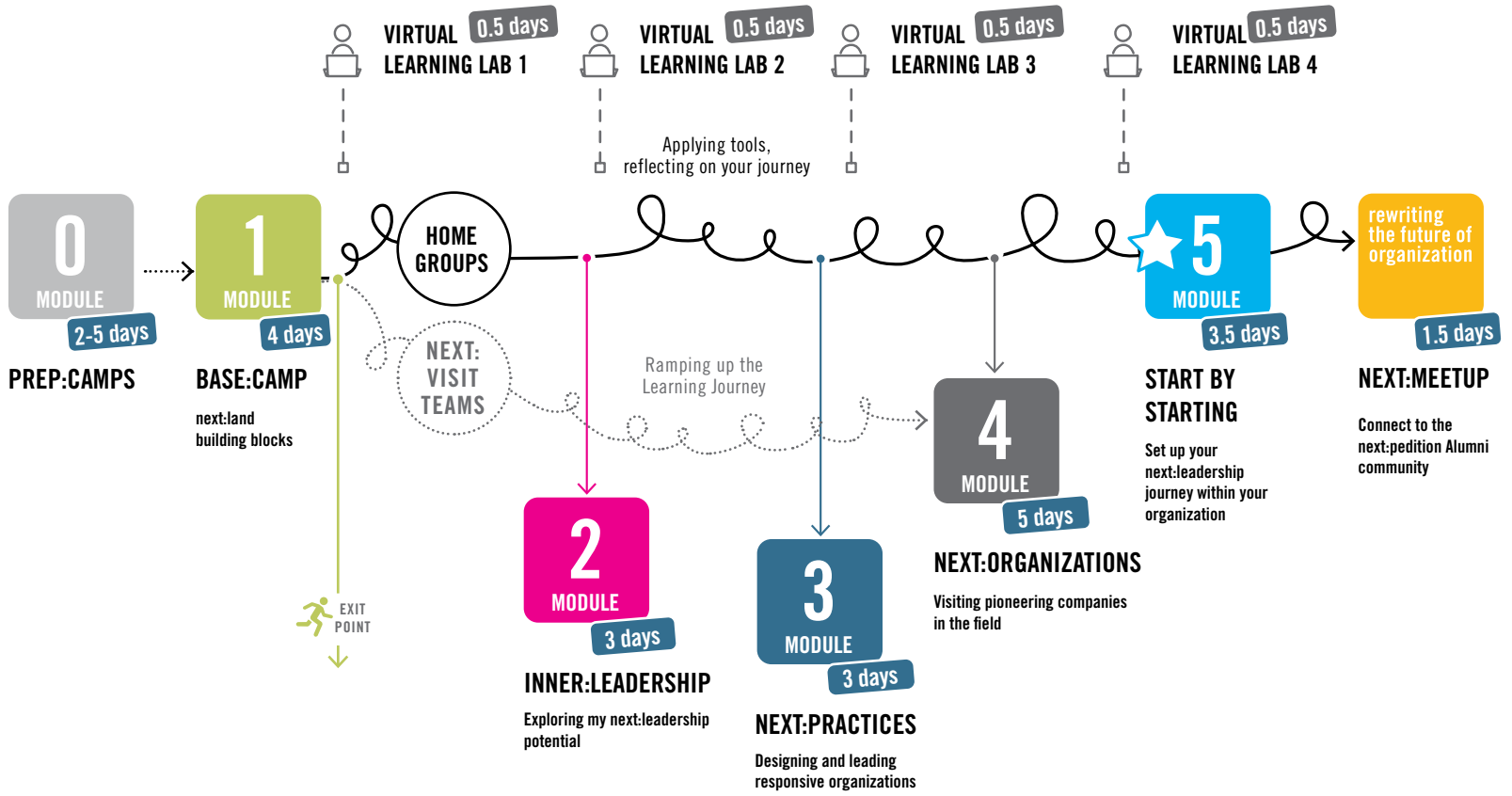
## Co-create our collective learning experience

We are all in this journey together and share the responsibility to maximize individual and collective learning.



# NEXT:PEDITION 5 MODULES – 5 LOCATIONS

## TRAVEL ROUTE





# ZOOM-IN: MODULE 1 BASE-CAMP

**Nov. 8–11, 2022, Austria (Ecolodge Fuchsegg)**

Get familiar with the DNA of next:land, establish collaboration as a learning group and set up agile teams to get started.

- **Set up the Lab & build the container**
- **Explore building blocks for next:land**
  - Anchor the 5 principles of next:land
  - Understand Systemic Theory: principles and practices
- **Start Visit Teams**
- **Form stable Homegroups**
- **Point of Commitment: in or not?**



# MODULE 2 | INNER: LEADERSHIP

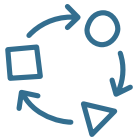
**Jan. 31–Feb. 2, 2023, Italy (Workation Village)**

Any transformation starts with myself: we look at our personal patterns, leverage the power of ancient wisdom and different levels of knowing beyond intellect; engage in deep dialogues to generate insights and shift patterns in how we relate to ourselves and others.

- **Reflect and work on your individual patterns**
  - Explore patterns along your lifepath
  - Resources and obstacles when realizing your potential
  - Learn and experiment on how to shift your patterns
- **Learn to access different levels of knowing (intellect, emotion, embodiment, intuition)**
  - constellation work
  - intuition walk in nature
  - transition rituals
- **Create a better understanding of your unique gifts and purpose**

# MODULE 3

# NEXT:PRACTICES



Mar. 2–4, 2023, Netherlands (ZOKU Amsterdam)

Based on real-life cases, learn and apply next:leadership practices and explore how leadership unfolds in a new paradigm of organizing.

- **Transcending the conventional leadership role**
  - next:leadership principles and tools
  - How to foster psychological safety
  - Working on your concrete challenges (case work)
- **Experience how to leave your comfort zone and venture into the unknown**
- **Co-Working Session of visit teams**
- **Transfer into your organization**



# MODULE 4 | EXPLORE NEXT:ORGS



**Jun. 19–23, 2023 (3 days journey & 2 days harvesting), Austria (CoWo Vienna)**

Harvest the fruits of the visit teams' work:

Self-organized parallel learning journeys across Europe to generate first-hand experience and insights how next:leadership practices manifest in organizations.

- **Meet for deep dialogues with different people from forerunner companies**
- **Learn about next:land in practice from 10–15 different organizations**
  - Collectively harvest insights
  - Distill dozens of tried and tested next:practices how to enact the 5 principles
- **Close the Visit Teams**
  - Harvest learnings, peer feedback





## MODULE 5

# START BY STARTING



Sept. 19–22, 2023, Spain (The Nest, Barcelona)

Harvest and apply learnings, create your vision and next:iteration for transitioning into a new paradigm, celebrate the journey!

- **Harvest our Learnings**
  - Share your homegroup journeys and insights
  - Reflect your overall journey
- **Harvest tools, practices, approaches**
- **Set up your next:leadership journey**
  - Define experiments that create impact
  - Set up movements towards next for your organizational context
- **Celebrate and close our journey – next:party!!**



# VIRTUAL LEARNING LABS



Half-day virtual workshops dedicated to explore a specific next:practice in more depth. With a mix of inputs and simulations they are designed to support **hands-on application of tools and practices** to allow for easy transfer into your work context.

The content will be tailor made to the needs of the group.

Virtual Learning LAB 1, Dec. 6, 2022

Virtual Learning LAB 2, Feb. 28, 2023

Virtual Learning LAB 3, Mar. 28, 2023

Virtual Learning LAB 4, Aug. 25, 2023

# MEET UP

Jan. 11–12, 2024, Austria

Reconnect with other fellow travellers and build a community that creates a difference.

- **Meet fellow travellers**
- **Build community**
- **Exchange experiences**
- **Develop practice**



# WHAT'S YOUR ENTRY POINT?

# PREP:CAMPS

Depending on your background and experience choose one or more  
PREP:CAMPS – **one of the following is included in the next:pedition tuition fee.**

Ask us to find the  
best fit for you!



## CLEAR THE AIR

How to create a constructive conflict culture: Explore ways to make sure conflicts are being addressed and solved in a way that enables connection and psychological safety in your teams.

Online, 4 half days  
5.10., 12.10., 25.10., 2.11.2022  
9am–1pm



## AGILE WORK METHODS

Understand and apply the basic principles and practices of agile work beyond IT. Reflect agile values and principles by associating with your own work contexts.

Online, 3 half days  
20.9., 21.9., 5.10.2022  
9am–1pm



## SYSTEMIC TRANSFORMATION THEORY

Using cases from your organization and your experience, theoretical assumptions like constructivism and social systems theory according to Luhmann are used to form hypotheses and discuss questions.

23.9. Check-In (online),  
3–6pm  
12.10.–14.10. Workshop,  
dG Office Vienna,  
9am–5pm  
18.11. Reflection (online),  
3–6pm



## GROUP DYNAMICS

Learn about your behavior in groups and build capacities to influence group dynamics (German, English groups possible in July).

Jul. 2022 & Feb. 2023  
in cooperation  
with University of Graz

# FACTS ABOUT THE PROGRAM



## ADMISSION REQUIREMENTS

Experience in working in or with organizations for at least 3 years and passion for developing organizations



## TUITION

EUR 16.900.– (excl. VAT, incl. playbooks and all material). After Module 1 you will have the choice to opt out, if next:pedition doesn't fit your needs (costs for Module 1 only: EUR 3.000.–)



## EXTRA COSTS

EUR 1.500.– for seminar packages (workshop rooms, coffee breaks and lunch on-site).

Excl. Accommodation and travel costs.



## DISCOUNTS

We offer 2 discounted seats for NPOs and start-ups, ask us!



## TEACHING & WORKING LANGUAGE

English (Groupwork in German possible)



## NUMBER OF PARTICIPANTS

16–20



## NUMBER OF DAYS ONSITE / VIRTUALLY

20 / 2: Please also be aware that you will need additional time individually and in your peer groups to maximize your learning experience.



## MODULE + VIRTUAL LEARNING LAB DATES

Module 1 | BASE:CAMP | Nov. 8–11, 2022, Austria

Virtual Learning Lab 1 | Dec. 6, 2022

Module 2 | INNER:LEADERSHIP | Jan. 31–Feb. 2, 2023, Italy

Virtual Learning Lab 2 | Feb. 28, 2023

Virtual Learning Lab 3 | Mar. 28, 2023

Module 3 | NEXT:PRACTICES | Mar. 2–4, 2023, Netherlands

Module 4 | NEXT:ORGANIZATIONS | Jun. 19–23, 2023, Austria

Virtual Learning Lab 4 | Aug. 25, 2023

Module 5 | START BY STARTING | Sept. 19–22, 2023, Spain

Alumni Community | NEXT:MEET UP | Jan. 11–12, 2024, AT

# INSIGHTS TO OUR FIRST TWO LEARNING LABS

## NEXT:PELITION 1+2



Participating organizations

HUGO BOSS



**BOSCH**  
Invented for life

**BOLDARE**

**eprimo**  
der energiediscounter  
MEHR KUNDE. WENIGER KOSTEN.

**doka**

**FREUDENBERG**  
INNOVATING TOGETHER



## ABOUT US

# WE ARE DWARFS AND GIANTS!

**An innovative organization-design and strategy partner for the 21st century.**

dwarfs and Giants was founded in 2015 out of the strong desire and belief that there has to be a different way to run organizations. A different way to use the unique potential of humans and the creative power of teams for the good.

Today, this Organizational Design Lab has grown from four founders to 23 professionals with diverse backgrounds; among them design, digital communications, sociology, psychology, economics, information technology, social work, finance and psychotherapy.

*“If I have seen further, it is by standing on the shoulders of giants.”*

– Isaac Newton, 1676

The metaphor of dwarfs standing on the shoulders of giants expresses the meaning of “discovering truth by building on previous discoveries”.

The clarity of our purpose shapes and guides our work and how we organize ourselves. We live what we say. We practice what we want to catalyze in your organization.

**Rewriting the future of organization.**

**Catalyzing the evolution of wholesome organizations.**

# WHICH TRANSFORMATION DO YOU LIKE TO CREATE?

## GOAL SETTING CANVAS

The fundamental objective of the next:petition is to manifest next:land organizations through new leadership. Explore 1–2 goals for your organization, your professional development and/or your work project!



### IDENTIFY AND STATE THE GOAL

Find something that is really important to you.  
Clearly state your goal in a positive and succinct way.



I WANT TO HAVE  
REACHED THIS  
GOAL BY:



### LIST THE BENEFITS OF ACHIEVING THE GOAL

List as many benefits as you can think of to setting and making this goal happen.



### IDENTIFY THE PEOPLE, GROUPS AND ORGANIZATIONS THAT CAN SUPPORT

Who (person, groups, orgs) can help you on your way and who can help fill the gaps you have acknowledged?



### FILL YOUR BACKLOG: WHAT NEEDS TO BE DONE

What are the 20% of things that will make 80% of the difference?

What (daily) tiny habits might support you?

When will you set time aside to notice and recalibrate what you're doing?

How does this break into short and long term deadlines?



### IDENTIFY THE OBSTACLES

Surfacing and naming the tough cookies is the first step to overcome them.

What could hinder you in achieving your goals?



### LIST THE SKILLS YOU NEED TO ACQUIRE TO ATTAIN THE GOAL

What are the gaps in your skills or knowledge base that you need to fill in order to reach your goal?

What do you need to learn or unlearn?

# NEXT:STEPS

There is no way to book a trip to next:land. To become a navigator for your company means to step into the unknown. The evolutionary catalysts from dwarfs and Giants guide your steps into the new. To be your guide, we want to know who you are, what drives you and what is your purpose!

**FIND OUT MORE AT:**



**CALL YOUR  
NEXT:GUIDE**

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