

MY SERVICE

HOLISTIC ORGANIZATION DEVELOPMENT – MAJOR CHANGE

As organizational developer, I attempt to clarify how a company's existing or hidden potential or potential that has been lurking in the background, can be used in a more integrated and efficient way. The employees and customers of this company are part of the question. Together with my clients, I develop integrated approaches, processes, instruments or methods that can be incorporated into and used profitably in everyday work.

My specialization lies in organization development, but I am not focused on special industries, markets or organizations of a certain size. I work in all areas.

Executive development – Change to excellence through leadership

Leadership roles and management styles undergo a dynamic transformation, which often happens unplanned due to external influences and seemingly without a specific strategy. My special executive trainings serve to pro-

mote the targeted development of executives, who want to use this change in a controlled and active manner – for their personal success and the success of their company.

My concept of organization development

Organization development (or OD) follows an integrated approach and the coordination of internal and external processes (e. g. the development of mission, vision or strategy). The developments lead through a process-oriented and systemic implementation (executive coaching, training, and empowerment) and diagnostic (control) to a lasting optimization of entrepreneurial performance and success.

Service oriented behavior equals profitable work.



Who is organization development suitable for?

Organization development is basically a good idea for all organizations, companies, SMEs, associations, non-profit organizations, etc. wanting to re-orientate or orientate in a more differentiated manner and position themselves more efficiently as well as optimize their analyses-derived processes.

My offers more specifically:

- > Structuring of transformation and strategy development processes: Excellence through Change
- > Support of improvement and development processes: Excellence through Development
- > Development, implementation and promotion of leadership skills: Excellence through Leadership
- > Establishing and development of sector-specific characteristics: Excellence through Performance
- > Development, consolidation and expansion of service skills: Excellence through Service
- > Development, structuring and optimization of service teams: Excellence through Teams

Who profits from OD?

(Examples for illustration purposes):

- > Individual entrepreneurs, who want to be aware of their market identity.
- > Small and medium-sized enterprises, who want to orientate their processes and services in a more differentiated as well as in a more purposeful manner – analogous to their mission/vision.
- > Non-profit organizations, who want to define and implement strategic measures according to the sense and value of their mission.
- > Large co-operations/corporate groups, who want to align their divisions consistently with their existing guide values and implement expedient know-how and behavior.



What I can be for my clients:

- > a responsible entrepreneur
- > a partner with experience in execution and management
- > an academically qualified companion
- > an internationally active intermediary who works across industries and connects you with the necessary know-how and do-how
- > a multilingual (German, English, French) organizational developer

My work will be beneficial for you:

- > If you are looking for a developer, who can focus on your needs, who competently trains you and has an authentic image and coaching style.
- > If you are striving for an integrative and sustainable organization development.

- > If you want to work with someone, who has a holistic view of things and who will accompany you on the journey towards a profitable organization development.

I assume full responsibility for my actions:

I am personally responsible for my actions, for any content supplied by me as well as for an integrated, practice and process-oriented organization development.

I use my head and heart for my job:

I like to serve – because I sincerely believe in it. I live my profession. Politeness, openness and authenticity come natural to me. I think, work and feel holistically. I do what I say. I embody what I teach. WALK YOUR TALK. I put this kind of attitude in the center of my commitment.



MY APPROACH

I work holistically and integrally. But what does integral mean? To put it short, integral means comprehensive. But this is not all. First of all it is important for you to know, that I have developed the content of my work on the basis of this kind of thinking. When I talk about organization development, I mean this in a holistic manner. Holistic or not at all – this is exactly my position.

I believe, that you can only fully and effectively develop things if you see them as a whole.

Holistically and integral means for me that I take all perspectives and don't prefer any of them, to make it possible to serve everyone. Within a scheme, everything will find its place. The different, integral perspectives – according to Ken Wilber¹ – can be divided into five categories: perspectives of quadrants, levels (or waves), lines, types and states. A familiar abbreviation is AQAL (All Quadrants, All Levels). Wilber developed his integral theory from the following hypothesis: "All theories in the world (Eastern and Western) are correct, but only partially". ("True but partial") He first published the resulting meta-theory, which shows how everything fits together, in 1995 in his book "Sex, Ecology, Spirituality".

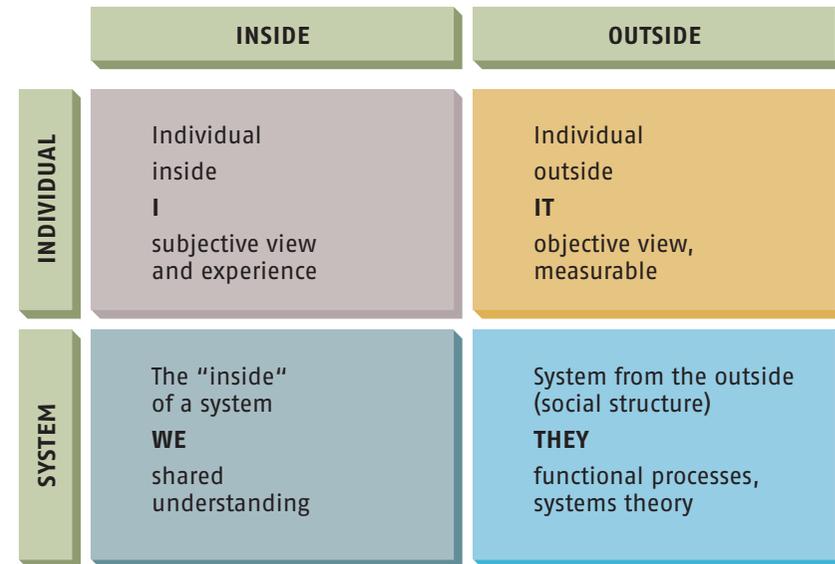
1) Ken Wilber: the "father" of the Integral Theory was born in Oklahoma City on 1/31/1949. His main focus is to fuse philosophy, science and religion, the experiences of mystics and meditation with modern research.



THE QUADRANT PERSPECTIVES

1. General use

Every human has an interior (subjective, experiencing) and an exterior (objective, visible, measurable) and is integrated into a system (e. g. social environment, family, organizations). Consequently, four different, equally important perspectives are formed, which can be structured in the form of a quadrant image. The quadrants form by subdividing the whole into external (right quadrants) and internal (left quadrants) as well as into individual (upper quadrants) and systemic (lower quadrants). In other words: on the left side, there are the subjective perspectives (I and WE) and on the right side the objective perspectives (IT and THEY). The world looks differently from any of those perspectives. But all are equally important. All things and events can be looked at through the quadrants (quadri-*via* view) Let's look at the example "car": objectively speaking, IT (the car) has 4 wheels, an engine, etc. and is part of the traffic system (THEY); I believe my car is useful and comfortable, WE (at least a majority) in Europa also consider cars to be bad for the environment.



Ken Wilber's quadrant perspectives: general use

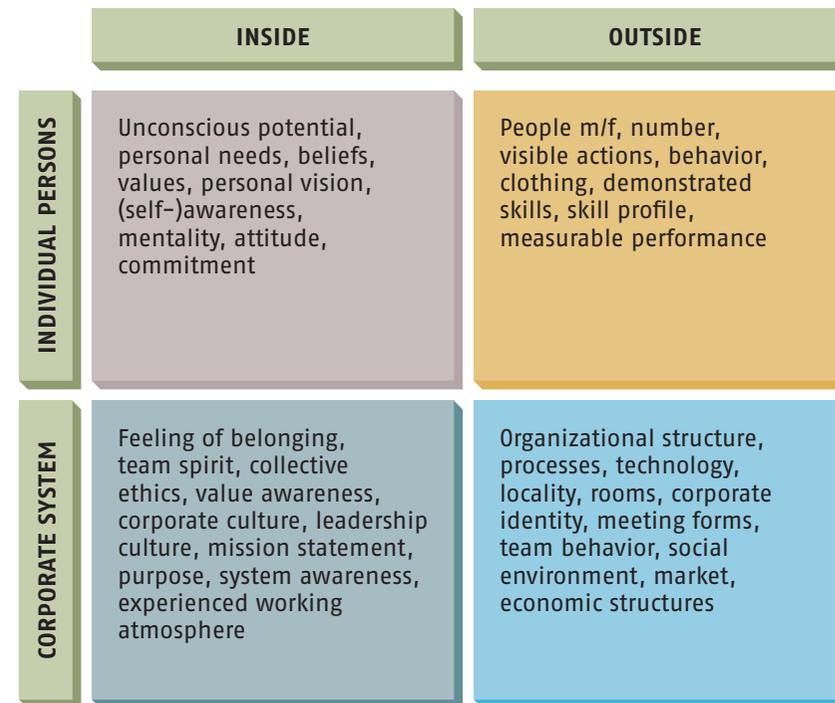


2. Use for social structures/business

Now, if you use this model for social systems (for example a company), the upper quadrants show the “interior” and “exterior” of the individual elements of the system (e. g. employees) and the lower quadrants show the “interior” and “exterior” of the system as a whole (culture and functional structure). The diagram shows an example of the business aspect from the four quadrants’ perspective. Most consulting and change approaches focus on one of the four quadrants, but neglect others, since all quadrants interact and grow together (so-called “tetra evolution”), they all have to be considered simultaneously.

Four business perspectives that have to be considered simultaneously

- > On the upper right, employees are viewed as individuals “from the exterior” (body, behavior neurology, number of men and women, measurable abilities, etc.) This is where the focus of HR development (recruiting, retention management, skill management, diversity management, etc.) and behavioral/knowledge training lies.



Ken Wilber’s quadrant perspectives:
focus on social structures (corporations)

- > On the lower right, the functional and social system is highlighted, i.e. the structures, processes and other aspects in systems theory terms. This is where the “classic” organization development sets in.



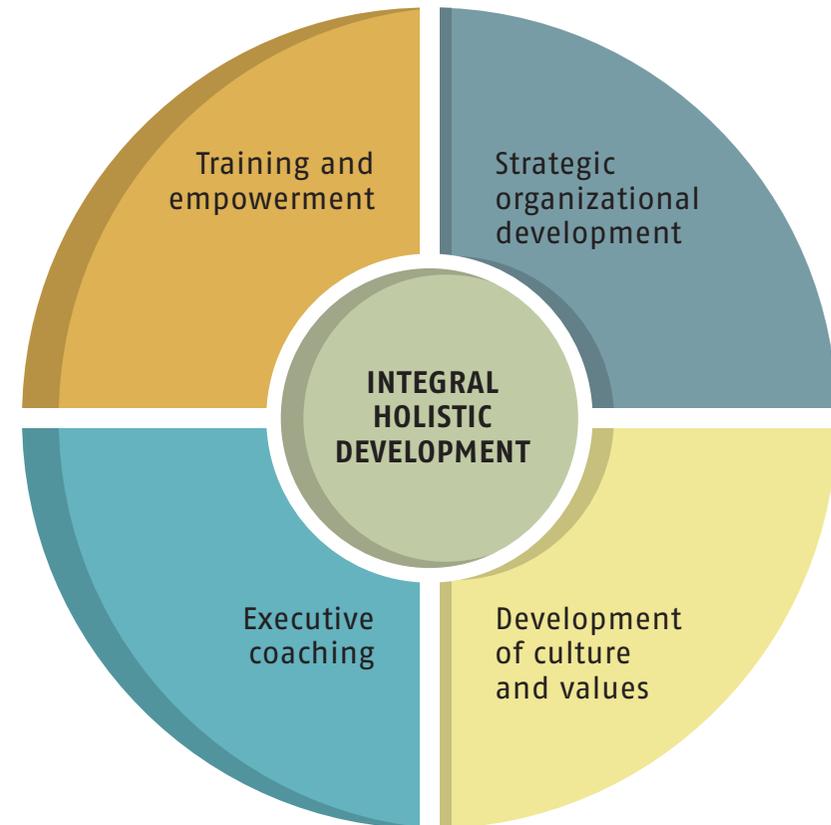
- > On the upper left, the focus is on the “inner life” of the individual in the organization. It is all about the internal and individual aspects of consciousness. Coaching can generate more commitment and service attitude.
- > On the lower left, the interior area of the system (ethics, culture, common understanding, team spirit, etc.) is highlighted. It involves for example the development of vision and sense of unity as well as team and organization development.



My work focuses on integral, holistic development and change. The 4 segments of my work are: Strategic organization development, development of culture and values, executive coaching and training and empowerment.

My understanding of strategic organization development:

Strategic company development and organization development respectively follow a holistic view and the coordination of internal and external development processes (e. g. mission – vision – strategy). Their entrepreneurial performance and success optimization have a lasting effect through a process oriented and consistent implementation and control (coaching, training).



What is it all about? (Examples for illustration purposes):

- > Development and implementation of guiding principles, strategies, action plans according to the entrepreneurial purpose, the vision and the mission.
- > Fusion of different perspectives, varying systems of thought and value with different levels of awareness into a profitable solution.
- > Connection of “hard” (economic) and “soft” (human) factors to achieve highly feasible measures with a practical orientation.

Questions you can ask yourself:

- > Do we have an entrepreneurial mission and vision as well as a strategy, to meet these goals?
- > How are decisions being made, how are they launched and how are they controlled?
- > Who should guide whom, how, and when to do what?

1) Spiral Dynamics is a registered trademark of National Values Center. This is the name under which the Spiral Dynamics Group has marketed a theory about the development of human problem solving concepts. The concept of this theory has been developed by Don Beck³⁾ and Chris Cowan based on the theories of Clare W. Graves and have been introduced in 1996 in the book of the same name (published in German in 2007). Its original concept was geared towards an audience of managers, but became popular with different audiences as well, due to its comprehensive description of culture and psyche. Source: wikipedia.org

2) Bernhard Schweizer has been trained by Don Beck.

My understanding of development of culture and values:

The model of “Spiral Dynamics” offers a visualization to achieve a holistic development of values and awareness of individuals, teams and whole companies. Spiral Dynamics²⁾ demonstrates which values shape individuals, teams and companies, which values are important for them and how are these values perceived by others, for example customers. The thereby obtained knowledge is used to specifically select options and adjustment possibilities and implement them into processes.

Questions you can ask yourself:

- > Do we have a corporate culture? If we do, what does it consist of? How can we impart this knowledge on a sustained basis to our customer?
- > Which value systems are when, where and how active within our organization and what are their effects?
- > By whom (from the individual to the team) and how is which kind of entrepreneurial awareness lived and shaped?



My understanding of executive coaching:

Executive coaching is a consistent instrument for perception, creation, and acceleration of change processes and development. Executive coaching how I understand it has the goal of making the coach unnecessary. (Thus avoiding the organization becoming dependent on a coach!)

Who can profit from executive coaching?

Executive coaching is equally suitable for people who have to deal with professional as well as private change processes. Executive coaching is temporarily limited, systemic and goal-oriented.

The principle that guides my coaching work: Executive Coaching should strive towards the goal of not needing a coach.

Questions you can ask yourself:

- > How can I/we change permanently and self-sufficiently?
- > How can I develop solutions by myself in the future?
- > Which resources (tools) can I activate for the change process and how?

My understanding of training and empowerment:

Training and Empowerment describe the practicing of clearly structured measures in order to improve and maintain the entrepreneurially envisioned performance (behavior, skills). Approaches, tactics and competences are being practiced or extended, which are essential for entrepreneurial success.



Questions you can ask yourself:

- > How can I minimize resistance and conflicts in a flexible manner?
- > How can I stay authentic and competent when dealing with employees and customers?
- > Which skills and behavior do my employees need to be able to apply?

The following aspects have the highest priority in my work:

- > Holistic self-promotion and demands towards the individual as well as the organization.
- > Targeted support of relevant core competences of individuals, teams and organizations.
- > Development of jointly defined assignments according to the wishes and goals of the customer.

**Organization development –
Holistic or not at all.**

This key question builds the foundation of my work:

- > Who are you?
(individual - organization)
- > Where do you come from?
(history - background - career)
- > Where do you want to go?
(development - change - solution)

My understanding of process-oriented implementation:

- > Definition of the core problem
- > Generation of freely selectable solution and implementation possibilities
- > Implementation (organization development, executive coaching, training and empowerment)



WHY YOU WILL PROFIT

The center of my work is the integral, holistic development, the change towards service-oriented behavior and therefore profit-oriented action. I am YOUR development rebel who instigates, develops and accompanies changes.

Evolution has taught us: Only those who adapt will survive. This million year old success story is indeed still relevant. If you adapt it to today's economy and society, this means: Organizations and systems cannot stand still, they have to develop constantly and have to be ready for change at all times. Business has to rock! No matter whether in enterprises, institutions, associations or non-profits. Organization development is the engine that drives survival, revival and strengthening of organizations. I can be of service and you can profit from this, if you

- > want to (further) develop individuals, teams and organizations towards a more successful future
- > want to strengthen and expand identities

- > want to define goals and implement entrepreneurial-ly viable values
- > want to implement systemic and long lasting measures into your daily practice
- > strive for holistic and profitable organization development
- > are looking for an organizational developer who focuses on your needs. Somebody, who gives you competent advice, is authentic in his manner and his coaching

Corporate identity needs holistic organization development

Questions you can ask yourself:

- > Who profits from what we do?
- > Who are we actually doing all this for?
- > Where should our journey lead us?



- > How do we follow our goals? Are those our goals?
- > Who does our organization believe in? How do we follow values and what are those values?
- > How and as who do we want to be perceived in the market?
- > How can I combine the past with the future with help from the present?
- > Who is the recipient of our processes, what do we align our behavior with?

WHERE ARE YOU NOW? ARE YOU READY FOR CHANGE?

Do you face personal or professional challenges, which make it necessary to change the way you think, act or behave? Do you know, how you can accomplish the implementation of permanent change in your personal life or in your organization?

WHERE ARE YOU NOW? ARE YOU READY FOR THE MARKET?

Do you want to develop your enterprise, your management, in other words your employees into a service-oriented representation of your organization? Do you and your organization want to grow and develop a profit-oriented profile – no matter which industry, market or “cosmos” (national or international) you are in?

NO? IF THAT IS THE CASE, WE SHOULD TALK TO EACH OTHER.

Don't hesitate to contact me. – What can you expect from me? You can expect somebody, who gives personal attention to your tasks and who will be at your service in every phase of the co-operation. But please do not expect me to have the one universal solution for everything. There is no single, fast solution. Development needs time. Time is quality. And this solution – or to put it better, this way, has to be developed by both of us together. Organization development is the engine that drives this change. And I am the navigator, who will help you to realize the direction and to find your way.



WHO I AM

My name is Bernhard Schweizer. I am Swiss and I am an organizational developer. I have worked on becoming an organizational developer for many years. I have trained to be a chef, waiter and bartender and made it as far as Chef de Cuisine and Maître d'Hôtel in restaurants, gastropubs and luxury resorts.

Afterwards, I have linked practice and theory and completed a management training at the hotel management school in Thun (Switzerland), followed by years of travel. I was a manager in Scottsdale (Arizona), wine taster in Napa Valley (California), Harley Davidson tour guide on Route 66, Highway No. 1 and Highway No. 101. Other educational chapters in marketing and sales, communication, methodology/didactics, adult education, mediation, HBDI, Spiral Dynamics integral (SDi) as well as systemic coaching (personal experience with application, education and training since 1990) in Switzerland, Germany, Austrian and the US followed.

When I returned to Switzerland, I went back to school and received my Master of Business Administration MBA (FHSG/HSG St. Gallen) in corporate management with emphasis on service management. Afterwards I completed training as Systemic Executive Coach at the Universität Hagen in Germany.

My experience as a service management, sales and rhetoric trainer at the Hotelmanagementschule Thun in Switzerland encompasses more than 10 years.

In 2003, after many years as a trainer, lecturer as well as employee and business developer, I founded my own company, gastfreundschaft bernhard schweizer GmbH (www.businessrocker.ch). Since that time, I have been working as an organizational developer. I help individuals and organizations with achieving and maintaining a qualitative differentiation through holistic, service-oriented development. The central topic of my work is change - through development towards business excellence. And this is not industry-specific. Everything I am able to



teach individuals and organizations, I have experienced myself throughout years of experience with execution and management. At the end of the day, the goal is very clear for me: Achieve change – through service oriented behavior and turn it into profitable work.

But I am not just an organizational developer. I am also a family man – a motorcyclist, archer, hunter, fly fisher, epicurean, author, friend of nature – and genuinely Swiss. I was born in the Bernese Oberland and also live there. But my clients can be found all over Europe. My list of references is long and includes all industries and corporate worlds. But for reasons of discretion, I do not mention any names here. What I can tell you is that my work is appreciated by international corporations, SMEs, wholesalers, cooperatives, tourism associations, breweries, cruise operators, pharmaceutical companies, industrial enterprises, printing companies, congress agencies, congress houses, transportation providers, major banks, regional banks, associations, insurances, manufacturers of design furniture, casinos, hospitals, medical practices as well as executives (CEO, COO, CFO) and many more.

What my clients say about me:

“Bernhard Schweizer is a spontaneous perfectionist. He is a person, who creates in the moment He starts like an engine. He is immediately there and completely present with the people. He doesn't automatically know the intellectual solution right from the start. He prefers to intuitively engage with his audience. It is very important for him to not disturb the unrestrained interplay between the people in the room. He wants it to unfold. He rejects a strict plan. Because he doesn't need it, not even for his own safety. He draws from experience, from substance. He improvises and works to reach a goal in a brisk and open manner. You realize: This is a man, who is inspired by the situation. You are there, when the future develops from the moment.”



My horizon of experience:

Development (coaching and trainings) of service companies and individuals at home and abroad in the following subject areas:

- > Organization development (OD)
- > Change
- > Development of values and awareness
- > Executive development
- > Development of service competency
- > Service management
- > Service optimization
- > Team development
- > Communication and perception
- > Motivation
- > Marketing and sales
- > Self, social, method and leadership competence
- > Excellence in Service

- > Excellence in Leadership
- > Conflict management (mediation)
- > Training and empowerment
- > Executive Coaching

Please allow me now to point out my new book. In this book you will learn more about my work in general. In particular, you will read about the principle, implementation and control possibilities of my holistic approach. You will also read about how you can benefit from the different theories and practices and you will find further information about change or how you can achieve profit-oriented effects by means of service-oriented action. You will also learn a little bit more about me.

My latest book is called „BUSINESS ROCKER“, ISBN 978-3-7272-1445-5. You can order directly [here](#).



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