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Prof. Dr. Fredmund Malik

Multiplying the capacity of leaders

- Leadership based on the Syntegration method
- Trail-blazing innovation in mastering major challenges
- Time compression and signal amplification for change management

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Foreword

In today's issue of m.o.m.® I report on the results that we achieve almost every week with our **Syntegegration method**. Syntegegration is a combination of the words «synergy» and «integration», and marks one of the greatest innovations we have achieved to date in the **methodology of decision-making and implementation**. This highly refined instrument for mastering major challenges has proven itself so overwhelmingly in almost 500 applications that it has become a central component of my management systems.

It enables us to multiply the **effectiveness of leaders** to a degree previously unimaginable. This tool has become their key to leadership, credibility and, above all, speed for many entrepreneurs and CEOs. With Syntegegration, what took months in the past now takes just two to three days.

The Syntegegration method, with its «syntegrative» communications process as its core, achieves such **resounding success** with absolute reliability that I will regularly focus on current examples of its use to give you, my readers, a new and alternative line of approach whenever you are confronted with major leadership challenges.

The Syntegegration method can be applied to any complex problem. The Syntegegration method will reveal the solution.

St. Gallen, in April 2010

Sincerely yours,

Prof. Dr. F. Malik

A handwritten signature in black ink, appearing to read 'F. Malik', written in a cursive style.

Multiplying the capacity of leaders

It is becoming ever clearer that there is more to the current situation than just an economic crisis, and that a **far-reaching societal shift** is taking place throughout the West. The **Great Transformation 21**, as I have been calling this epoch of change for some time, is independent of further economic development, because it is not the cause of the transformation, but rather a function of it.

Whether the economy is now actually stabilizing for the long term, as claimed by the press, will soon become apparent, probably over the next few weeks or in a few months. Most **key causes of the crisis** have not yet been eliminated. For example, the financial system is still largely governed by previous behavior, and the public debt of many nations has attained a new and untenable high, as demonstrated by Greece's insolvency.

Entirely independently of the crisis, however, complexity, interconnectedness and dynamic change are **enormous challenges** to most organizations. Conventional managerial thinking and tools cannot solve them. Current methods are generally second-rate and entirely unsuitable.

Transformation in its current dimensions calls for methods that multiply the capacity of leaders to lead in the business and political arenas.

The currently best, fastest and most powerful method for this is the **«Syntegration»** approach. It is one of the major innovations for mastering the most complex challenges as they arise, and marks a milestone in the social technology of forming objectives, decision-making and realization.

One example out of almost 500 applications

«Syntegration is like a magic wand – and the ultimate result is difficult to believe.»

These are the words of a director of a large German energy provider after a recently-conducted Syntegration lasting 3½ days. Over an intensive weekend, the company's 30-odd key staff worked on **the biggest of the firm's current challenges**, and ultimately also solved them.

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The management put it like this:

«What do we have to immediately undertake in order to generate additional revenue of at least € 30 million a year and to expand it by at least 3% every year, starting in 2011?»

The participants said that the sum of results was «sensational». This is possible because the Syntegration method simultaneously addresses four sets of issues in parallel: the substance of the problem, the required cultural shift, the timescale, and the assured implementation.

Financial results

The result is: *potential revenue of 28 million, supported by concrete actions, is already possible in 2010, and not just in 2011. From 2011 to 2013, a further contribution to operating income of 67 million will be created, in other words, around three times the targeted figure. That is also three times the amount that a conventionally-executed consulting project generated for the same company in nine months two years ago. But while the Syntegration method met with enthusiasm, the other project produced a large amount of de-motivation and, in some areas, almost entirely destroyed the company's corporate culture.*

Not only does Syntegration pay for itself, but it comes with a **three-digit return on investment**.

The result for corporate culture

The Syntegration method meant not only that financial objectives were exceeded by far, but, equally importantly, brought about a comprehensive **transformation of corporate culture**. It produced a level of enthusiasm scarcely imaginable before, a feeling of togetherness and, from this, a shared desire to take action. The video clearly shows what the company was able to put in motion over three days of Syntegration.

Not surprisingly, this director's colleagues and key workers were equally satisfied – some of them even quite enthusiastic. Some examples:

«This was the most effective method I have ever experienced – it's simply sensational.»

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«I thought that Malik was promising us the moon with Syntegration. But now, I have to say that he has delivered.»

«I am impressed with how much work was done in such a short space of time. The interconnectedness was visible and tangible.»

«The method has proved that complex themes can be dealt with in a short time. It's a fact!»

All in all, the entire project was given a **100% score** by the 30 or so participants.

That should come as no surprise if you know that the ingenious synergetic communications structure prevents any of the usual cultural obstacles from arising in the first place.

Whereas fundamental change mostly generates resistance that can only be painstakingly removed in small steps, the Syntegration method brings about change almost by itself. One reason for this is because solutions come about through maximum consensus, which is created in turn by utilizing the entire shared knowledge base. This alone creates **cultural effects** that no other method can produce.

End-to-end solutions

At the start of the 3½-day Syntegration, many attendees were skeptical, because they believed the objectives were unattainable. And after years of disappointments in workshops and management conferences, they simply could not believe that more than 30 people could work efficiently together. They had already endured enough of these events, which may have begun with momentum, but had ended without results or with only apparent solutions – but still ending in even greater frustration.

This time, though, the results could not have been more different, and after just a few hours, even the skeptics were on board.

In the first phase of Syntegration, the attendees brainstormed more than **50 sub-topics** for the demanding opening question. A proprietary algorithm was used to cluster these into **12 large and complex topic areas** in order to tackle the overall core problem. This meant that all dimensions of the main problem could be covered.



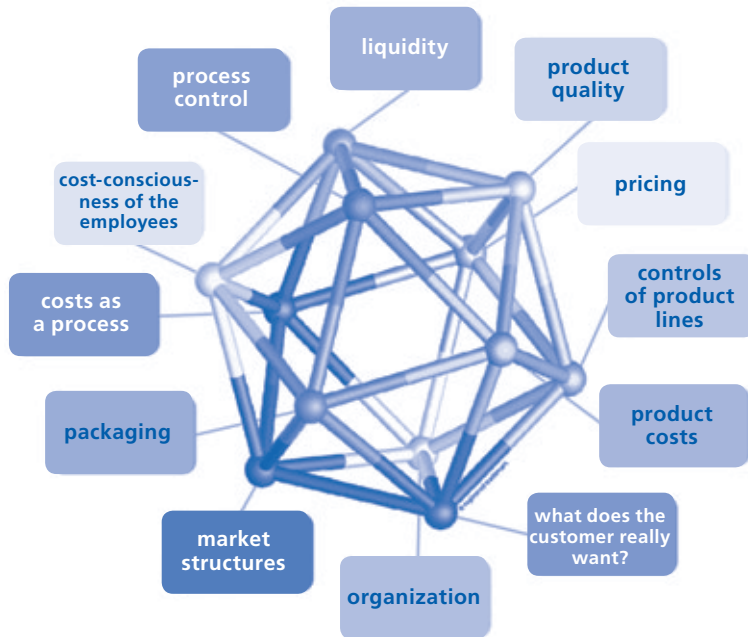


Fig.1: From the opening question to the topics

It was decisive that the attendees could clearly see all the dimensions of the starting problem and the numerous influencing factors in their mutual **interconnectedness**, which had never been possible before with conventional methods.

After the third day, the attendees had defined solutions and three to five actions for each sub-topic, of which more than half were new and had never been considered before by the company. Even at this stage, the measures could be projected to cover a rough timeframe that showed that **implementation** would in all probability succeed.

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Syntegegration is the ultimate technology for problem solving

This, as mentioned, is just one example of almost **500 applications** of the Syntegegration method in practically all areas of the business world and increasingly in **public administration** and **state and regional development**. Every week, the Syntegegration method proves its superiority compared to conventional management methods.

The «magic wand», as it was called by the executive quoted above, has nothing to do with magic, but rather the **revolutionary impact** of trail-blazing innovation in the key management processes of decision-making and implementation.

Even in technology, the results of fundamental innovation often do appear like miracles, for instance if you consider the advances in computer and communications technology, as well as in pharmaceuticals and medical technology.

What is now treated as almost normal regularly provokes unbelieving amazement in the field of company management, followed by **sheer enthusiasm** and the **shared will** to put the results into practice consistently and at lightning speed.

The Syntegegration method brings decision-making and implementation in a completely **new efficiency dimension**, perhaps comparable with the difference between the performance of old fixed network phones and today's world of smartphones, or between photography in the analog age and modern digital processing.

Especially for the biggest challenges

As mentioned, «Syntegegration» is coined from the word synergy and integration. What exactly is integrated? The method integrates up to **40 people and 12 topics** with each other, linking them in such a way as to achieve the maximum in synergetic interaction. The Syntegegration method thus quite literally opens up a **new universe in effectively dealing** with extremely complex, dynamically networked problems, whose common feature is that they can only be viewed as an interconnected whole and then solved.

The core and driver of the Syntegegration method is an innovative cybernetic communications process derived from brain research.

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The ingenious syntegrative networking architecture, which reproduces the geometry of the 20-faceted icosahedron, allows up to 40 key personnel to interact with the harmony and precision of a symphony orchestra, fuses their **entire knowledge, creativity and collective intelligence** into solving the 12 sub-topics by dint of their own organization, compacting it into solutions with maximum consensus. This in turn creates the typical feeling of a new start and the unlimited will to translate it into action.

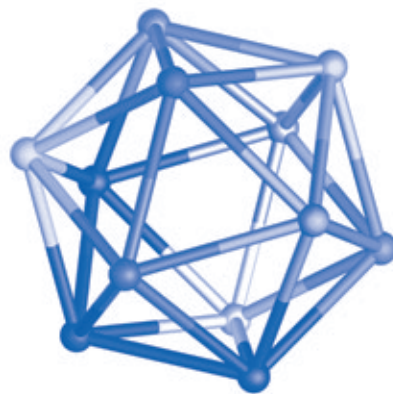


Fig.2: The geometry of the icosahedron as the model for interconnected communication in the Syntegration method

The unavoidable organizational slack resulting from conventional methods is non-existent in a Syntegration; its place taken by **highly-efficient communication** with unfettered and free-flowing information, leading to the perfect integration of the knowledge of all involved.

The power of the Syntegration process makes it absolutely ideal, and so far the only method for **multidimensional end-to-end change management**. For example, Syntegration is used in far-reaching restructuring, strategic repositioning, smooth post-merger integration, fast changes to attitude and culture, and generally all complex change processes.

In addition, the method is regularly applied in developing business missions and strategies, in complex brand questions, research and development topics, logistics, production, new technologies, setting up distribution organizations and international subsidiaries, in personnel development and training, in the public sector, urban development and in solving the trickiest regional problems that have



frequently built up over years, such as large road-building and environmental projects and in developing tourism.

It renders the previously-needed mountains of expert opinions and consulting projects superfluous, including the often cumbersome internal change processes that flounder due to the politics of resistance from within, or because the proposed solutions are from the start insufficiently wholistic in their outlook and lack the methods suited to their complexity. **After all, conventional methods are increasingly less able to solve interconnected problems; they can only be solved by methods that can deal with this interconnectedness.**

Time compression and increased power to achieve critical compactness, speed and efficiency

One enormous advantage of Syntegration, particularly for corporate culture, is the **speed** mentioned above. Depending on the number of attendees, results are available after two and certainly no more than three and a half days. Previously, even months of hard work produced no solutions, which is why people have no faith in possible success from the very start. In one fell swoop, two to three days of shared and coordinated work, compacted with «syntegrative» communication, take the place of countless meetings and the attendant scheduling difficulties they always create.

With the Syntegration method, leadership becomes 80 times more efficient than conventional teams; or, to put it another way, the small team has a degree of effectiveness of just under 2% compared to the Syntegration method. In times of ever-faster change, this time compression is frequently decisive for success, because conventional techniques often cannot keep up with the situation, and changes occur faster than measures can be implemented or produce an effect.

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Twice the performance for half the money

The new change technology of Syntegration is not only a breakthrough for the business world, but for the **public sector** as well. As the mayor of Munich propounded in an article entitled «*Our cities are hemorrhaging*», our cities, for example, cannot and should not be allowed to decay, as justifiably feared by experienced experts.

The trail-blazing Syntegration method can effectively avert this fate, and even turn things around, placing stagnant municipalities back on the road to prosperity. However, this can only be achieved by rejecting conventional thinking in urban development and replacing it with the Syntegration philosophy, with its greatly superior characteristics.

The fact is, that solutions to regional and urban development are no longer just a question of more money, even if it were available, but rather at a **higher level of how public organizations function**. In a nutshell: *twice the performance for half the money*. By this, I mean that the very fact that there is a lack of money behind most public bodies, such as hospitals, schools and social services, puts even greater demands on them, forcing them to function better. Despite the lack of money, the sick, old and unemployed cannot be simply neglected – to the contrary, hard times demand that even more is done for them in maintaining a humane society and heading off extremism.

Proper functioning of organizations does not depend so much on the available money, but rather on applying the **right knowledge** and suitable methods that meet the **complex requirements of society today**. What appears hopeless with conventional methods becomes possible with the Syntegration method. The fact is that Syntegration replaces money with **creativity and intelligence**. It utilizes the sum of knowledge possessed by key personnel and generates the energy required to put their plans into action.

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Democracy at the limits of complexity

A functioning state is a must for successful business operation. The business world itself thus has a major interest in reliably functioning public institutions.

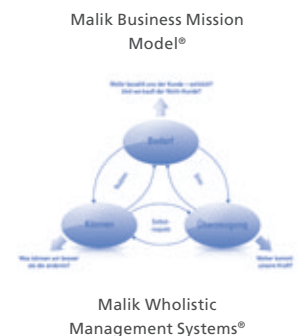
Even if the state always had enough money and/or leeway with public debt, these problems would never be solved, simply because of the conventional democratic processes of governments themselves, which every day become less able to deal with the meteoric rise in society's complexity. While democracy pointed the way forward until very recently, it is now being pushed more and more to the limits of its capacity in this **world of networked and highly complex systems**, even in small systems.

Mutually-obstructive interest groups, crippling slow opinion- and decision-making processes, fragile and superficial consensus at the lowest level of compromise, and the frequently inefficient implementation of measures are widespread weaknesses – even in areas where no immediate lack of funds is apparent. This increases the danger that **constantly weaker democratic** processes will lead to a call for authoritarian rule.

The Syntegration method is the alternative to counter this. It stands between the two poles of efficient, but overly-small teams on the one hand, and generally inefficient large committees on the other, and utilizes the benefits of both approaches.

Multiple small groups	Big board
	
<ul style="list-style-type: none"> <li data-bbox="229 1729 625 1765">+ productive, fast, efficient <li data-bbox="229 1778 625 1832">- less knowledge, delimited, hard to coordinate 	<ul style="list-style-type: none"> <li data-bbox="663 1729 1123 1787">+ much knowledge, experience, intelligence and power <li data-bbox="663 1800 1123 1832">- inefficient methodology

Fig.3: When conventional methods reach their limits in dealing with complexity, Syntegration provides the solutions



Stimulus for the firm: shared experience and the will to achieve

Syntegration is geared precisely to the most difficult phases of leadership – that is, when **opinions, consensus** and the **shared will** to achieve are required.

From the many divergent opinions, the Syntegration method gives rise to a **strong consensus at the broadest possible level**. This is in stark contrast to conventional methods, which are so often based on never-ending compromises.

Syntegration is the strongest impulse for organizations to function reliably, whether they are businesses, cities, regions or ministries. The high, entirely-democratic participation of key personnel ensures a **wholistic view** and the **sustainability of the measures**. Because the attendees themselves draft solutions and actions in an optimal process, they are completely focused on the common goal and develop power they have never before experienced in putting the measures into action.

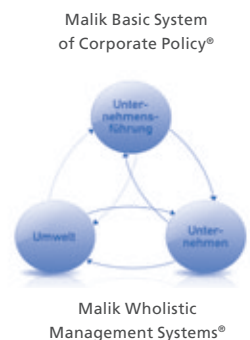
And that is why around 70% of the actions resulting from Syntegration are regularly implemented within just six to twelve months.

Users speak of «miracles»

The effects and results of Syntegration are almost always described in superlatives and not infrequently as **miracles**. Gerhard Mock, mayor of St. Veit in Carinthia, Austria, said this after **urban development** in his town was **syntegrated** in December 2009: *«You have to have experienced Syntegration to believe what it can do. It is absolutely convincing because it produces fantastic results.»*

And there's more: as if by magic, the opinions, proposals and ideas of more than 40 key employees combine to create amazing solutions and decisions. At the same time, an enormous will to put measures into action sweeps over participants as does their shared responsibility in achieving success.

The farsighted mayor says that thinking about the huge amount of time he had wasted in meetings that produced no results over twenty years in politics makes him angry that he did not learn about this method earlier...



Although on the surface, Syntegration just looks like a lot of traditional workshops and group meetings, it is its invisible way of working that makes Syntegration the miracle solution for complex questions.

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We are happy to receive questions about and responses to the m.o.m.® letter:

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