

Building Shared Understanding: The Key to Successful Management Initiatives

Most managers are well aware: in today's organizations hierarchies are no longer the clear-cut management tools that ensure the success of initiatives. Of course, this is not the proclamation of the ultimate demise of hierarchies, rather it is a recognition of the changing management dynamic in the corporate arena.

upon coordination and cooperation between the partners involved in projects. Whenever the guidelines for success are subject to debate existential goals become an underlying factor.

It is in this area of tension that Metaplan is dedicated to remove barriers, which stand in the way of shared under-



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approach we create an environment that allows all interest groups to uncover and work on the entire complexity of issues in a manner that is realistic and manageable. In our projects we guide innovative processes of dialogue by providing essential transparency on complex issues in order to reach a shared understanding among participants of varying levels, functions and disciplines.

For more than 30 years Metaplan has provided consulting services to international organizations in Europe and the United States according to these imperatives. Our engagements range from high-level strategic planning to detailed project and operational planning, organizational improvement to advisory boards.

We believe in the power of collective knowledge and perspectives – the best learning comes from active listening and a candid exchange of ideas on issues that are critical to business initiatives and objectives. The collaborative contributions of all participants to a collective output helps organizations address difficult and

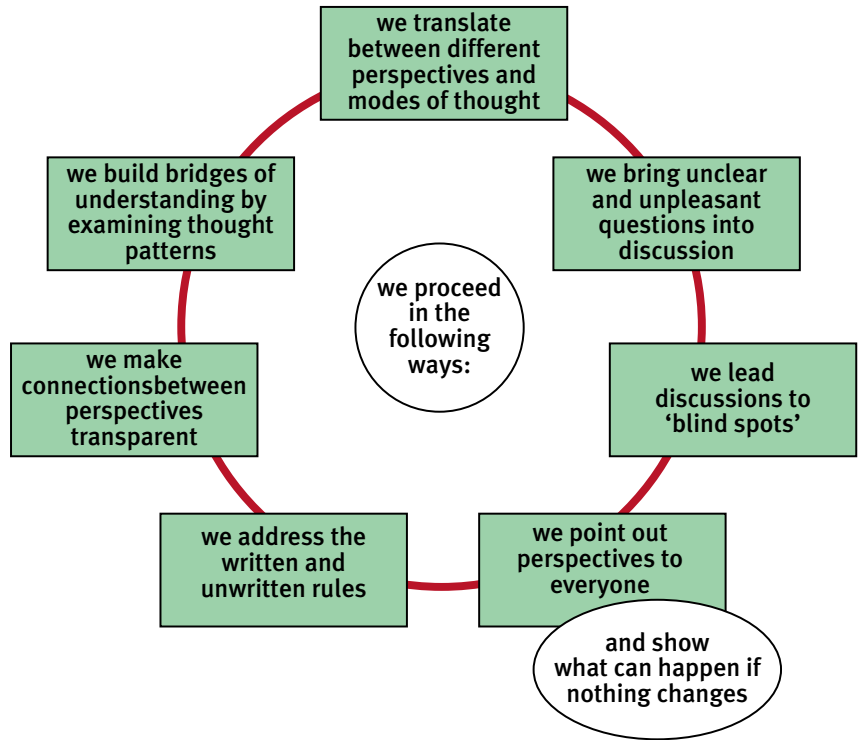
In an age of lean flexible organizations, employees need to find more and more solutions on their own, even to complex problems. Not all information reaches the highest management level; not all decisions can be delegated anymore. The flatter the hierarchies become, the higher will be the dependency of success

standing. Together with the parties concerned, we develop opportunity to act and encourage venturing into new territory.

Shared understanding is achieved by identifying and bringing all issues – open or hidden – to the surface. Through our structured, yet interactive and participative



time-sensitive challenges. Our processes drive alignment of thought and understanding, and expose new perspectives, fresh insights and clear directions. In this way our processes result in buy-in to solutions and implementation of the action steps necessary to move all stakeholders forward together!



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