

SANTASADŌ

Margreet Oostenbrink - Hidden Connections

A Systemic Perspective on Organizations

LEADERSHIP | ORGANIZATIONS



Sounds familiar?

- You want to make a difference, but intangible forces seem to be working against you;
- New initiatives always seem to be trumped by established procedures;
- All-too-quickly you find yourself once again doing what you were so determined not to do;
- The fact that nothing ever really changes in the organization makes you despondent.

Systems form everywhere. You yourself are part of a system, but you can exert influence on it. Hidden away under the guise of organizational culture, a large part of a system remains invisible. So which system lurks beneath the surface in your working context? And which hidden connections, influences and emotions

are playing their respective roles in it?

Having a systemic way of looking at and revealing hidden connections are essential aspects in effecting change. They throw light on what prefers to stay in the dark. Seeing things in a systemic way divulges what's going on below the surface. It will enable you to exploit a situation, as opposed to making the same mistake over and over again. And that's how you can really make a difference.

Inspired by heavyweight thinkers from the worlds of psychology and organizational science, along with many years of practical experience, *Hidden Connections* will encourage you to take a systemic look at things. Examples taken from everyday work situations and practical drills will help you understand and recognize the underlying connections. You will also understand your own connections and how they affect others. A systemic look will give you insight into new dimensions. Dimensions that have always been there, but that you were thus far unable to see. And irrespective of whether you are a manager, director or other type of professional, the knowledge you will acquire will enable you to make all the difference.

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- Full English translation available
- Dutch edition published by S2 Publishers

ABOUT THE AUTHOR



Margreet Oostenbrink has over 25 years' experience as a manager and director with larger organizations. Now, on behalf of her own companies, Movinc and Flow2Move, she plays similar roles on an interim basis, as well as offering coaching and training. By ensuring that organizations adopt a systemic perspective, she brings to the surface what is hidden, so that their leaders can really make an impact.

RECOMMENDATIONS

“This well-written book is a must for each and every leader who dares to learn how to become a conductor of energy. ‘Always being a student while increasing your mastery is the continuous lesson to be learned in leadership’ says Margreet. And I couldn't agree more.”

Ans Tros, entrepreneur, co-founder of School for Coaching, publisher and author

“In *Hidden Connections* Margreet shows how it's possible to influence change, something which, as a manager, can often seem difficult in a large organization. Using systemic thinking, she demonstrates how to approach this effectively. This book provides a wealth of instruments with which to do so, as well as examples from Margreet's own experiences that are both inspiring and highly recognizable.”

Marjolijn Feringa, executive coach, interim director, author, and podcaster

“In addition to your regular compass of thought, this book will help you see through a systemic lens and thus increase your awareness of the *Hidden Connections* between people and organizations. From a systemic grounding, it offers the opportunity to delve into and understand complex issues of leadership, and as a leader to apply it all holistically as a compass in 'following' the wisdom of your organizational system.”

Lia Genee, coach for the development of organizations and their professionals

“With the best will in the world you find yourself wanting to do things differently and better at work. But all your attempts founder, without you being able to put your finger on why. The reason lies in an indefinable system, a mish-mash of habits, influences and emotions. In other words, hidden connections. In an enlightening, sometimes challenging but always accessible way, Margreet Oostenbrink explains how you can unpick such a system and then take it on. Only then will you be able to get things moving. She teaches us to look systemically.”

Reader's review, ★ ★ ★ ★ ★

“This book is an excellent introduction for anyone who is less familiar with the world of coaching or the informal side of an organization. It gets off to a great start, for example, by explaining that we don't need to make the mistakes the author has already made in her working life.”

Tino Meijn, *Management Tribune*, a knowledge platform for managers

“What can you do when things happen and you have no influence over them? That's the central question in *Hidden Connections*, a book all about systems thinking. If you really want to do things differently in an organization, you'll first need understand where and how systems create blockages. It means learning to see things differently, which is what Margreet Oostenbrink wants to teach the reader: to look systemically.”

Bert Peene, *Managementboek.nl*

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