LEARNING LAB 2nd edition
ARE YOU READY TO SHAPE THE FUTURE OF WORK?
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 answers in a world facing new challenges.

Think digitalization.
Think disruptive innovation.
Think globalization and its social challenges.

In its pivot toward 21st century organizational design, a global movement is developing an emerging practice of leading, organizing and working with revolutionary potential – dwarfs and Giants being a hub in it.
THE MOVEMENT TO NEXT:LAND
A new continent for responsive, self-organizing, purpose-driven organizations to spark conversations about different ways of working, living and organizing.

THE JOURNEY
Experience yourself in how you handle complexity. Collaborate with pioneers in the field to create your unique learning journey. Learn theories, practices and tools to shape organizations of the future!

THE LEARNING LAB
An intense 1-year program to help you create a fundamental shift in the way we work, lead and organize. Shape the future of work and steer your organization from now:land to next:land.

www.dwarfsandgiants.org/join-nextpedition
BECOME A MEMBER OF NEXT:PEDITION!

WE ARE LOOKING FOR:

18–24 people of different organizations willing to explore the next:land practices of organizing, leadership and new ways of work.

LEADERS

ENTREPRENEURS

CURIOS? MANAGERS

FRONTRUNNERS

ADVENTURERS

CHANGE MAKERS
“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. These people are absolutely passionate about making a difference in the current world of work and try to find ways on how to overcome hurdles so many companies and people are currently facing!“

Alexandra Spernol, 
Participant 2017/18, 
Head of Training Department at a German multinational engineering and electronics company

“The next:pedition was the longest, most intense, most fun rollercoaster ride ever. A true journey into the unknown. I have changed my view about who I am. For my organization I learned many tools. Most importantly I feel very confident I can do the transformation of my company. I can definitely recommend it to anyone with an open mind and heart ready to trust the process. People who want to learn about themselves as much as about next:land organizations. “

Lars Riehn, 
Participant 2017/18, 
CEO InfoWAN GmbH
5 REASONS FOR YOU TO JOIN NEXT:PEDITION!

1. You will find new answers on how to lead your own organizational transformation towards agility, a culture of innovation and new ways of working.

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 learn a powerful systemic transformation approach combined with agile and self-organization practices and tools needed to respond to a world of dynamic complexity.

5. You will learn from, explore and practice with pioneers from other organizations in a hands-on lab environment (case-works, experiments) as well as during 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 second one to explore a specific aspect of next:organizing in depth.

- **You will work on real organization cases** and experiment within your own context.

- **You will experiment with our toolbox**: a handpicked selection of approaches and methods based on Agile Working Practices, Scrum, Holacracy, Sociocracy, Design Thinking and Lean-Start-Up.

- **You will apply powerful systemic theory and practices**.

AND: You will be supported by 3 guides and additional 4 coaches to maximize your learning experience!
The three guides are co-founders of dwarfs and Giants, authors and speakers, all of them with +10 years experience in large-scale systemic transformation work across various industries, agile ways of working and self-experience; academic backgrounds in sociology, economics and psychology.
& YOUR COACHES

Valerie Schneglberger

Sascha Bernardis

Monika Kletzmayr

Stefanie Gfeller

4 additional coaches will support your development journeys as teams and individuals. All of them have profound experience in guiding individuals, teams, and organizations through transformation processes.

www.dwarfsandgiants.org/we-are/the_dwarfs_and_giants
PRINCIPLES WE BUILD ON

Systemic loop – observe, reflect, act; beyond „autopilot“ mode

Experiencing Self-Organization

Acting under Ambiguity and Uncertainty

Focusing on Practice and Practitioner

Default to open

Acting ourselves into New Way of Thinking

Co-Creation

Leveraging technology

Ongoing Agile Teams to realize the Learning Journey

Methods, tools, practices as well as personal development and purpose questions

Share and it will grow

Using and testing digital tools for know-how exchange and collaboration

System Theory

Experiments, new contexts, out-of-comfortzone

Action-oriented (immersive) learning simulations, prototyping

Peer-to-peer learning environment, we are all in this together

Methods, tools, practices as well as personal development and purpose questions

Share and it will grow

Using and testing digital tools for know-how exchange and collaboration
ZOOM-IN: 5 MODULES

M1 BASE: CAMP

VIENNA, April 1–4, 2019
Get familiar with the DNA of next:land, establish collaboration as a learning group and set up agile teams to get started.

- Setting up the Lab & building the container
- Building Blocks for next:land
  - Anchor the 5 principles of next:land
  - Understand Systemic Theory: principles and practices
- Starting Agile Teams
  - Establish 2 different agile teams: Breakthrough Teams & Visit Teams
  - try different methodology to set up and run these teams
  - Select the Breakthrough Questions for Teams
- Point of Commitment: In or not?

M2 NEXT: DNA

ITALY, July 1–4, 2019
Any transformation starts within ourselves: look at personal as well as organizational patterns; leverage the power of deep dialogue to co-create a new DNA of how we relate to each other.

- Working on cultural DNA and patterns
  - Understand culture and the impact of purpose
  - Reflect and working on individual patterns (nMaps)
  - Learn to shift patterns
  - Leverage different levels of knowing (intuition walk, constellation work)
- Applying systemic practice:
  - Understand lifepath & patterns
  - Learn via a case work on next:culture
- Co-Working Sessions of teams
- Transfer Prototyping
  - Design experiments on how to shift patterns
ZOOM-IN: 5 MODULES
M3 NEXT:TRANSFORM

BARCELONA, September 16-19, 2019

Based on real-life case-works apply next:practices and tools and explore how to weave next:principles into the daily fabric of working life.

- **Agile Systemic Transformation**
  - Learn to choreograph transformation journeys
  - Venturing into the Unknown (team experience)

- **Next:practices**
  - Next decision-making techniques
  - Peer Feedback
  - Case work with constellations

- **Co-Working Sessions of teams**

- **Transfer Prototyping**
  - What will you experiment within your organization?
ZOOM-IN: 5 MODULES

M4 NEXT: VISITS

TBC, November 18–21, 2019
Meet for deep dialogues with different people from forerunner companies across Europe to generate first-hand experience and insights, how next:practices manifest in organizations.

- **Self-organized learning journey across Europe in Visit Teams** — meet next:landers, learn about next:land in practice
  - Joint learning journeys in parallel
  - Collective virtual check-in
  - Collective harvesting of insights
- **Distilling key practices on 5 principles**
- **Closing the Visit Teams**
- **Co-Working Sessions of Breakthrough Teams**
MEETUP

TBC, January 27–30, 2020
Harvest and apply learnings, create your choreography for transitioning into a new paradigm, celebrate the journey!

- **Harvesting our Learnings**
  - Stage-time for the results of Breakthrough Teams
  - Reflect your overall journey
  - Harvest tools, practices, approaches

- **Setting up your next:transformation journey**
  - Define experiments that create impact
  - Set up movements towards next for your organization or department

- **Next:party — celebrating our journey**
- **Closing next:pedition — ending the joint journey**

VIENNA, March 24–25, 2020
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 you choose your preferred starting point and select one or more modules. MAKE your CHOICE. Pick (at least) one*

SYSTEMIC TRANSFORMATION THEORY (3,5 d)
January–March, 2019
Using cases from your company and your experience in practice, theoretical assumptions like constructivism and social systems theory according to Luhmann are used to form hypotheses and discuss the arising questions.

AGILE WORK METHODS (2 d)
February 27–28, 2019
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.

GROUPDYNAMICS – KEY NEXT:PRACTICE (5 d)
February 11–15, 2019
Learn about your behavior in groups and build capacities to influence group dynamics (only available in German).

*) one PREP::CAMP is included in the tuition fee.
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 M1 only: EUR 3000.–)

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
18–24

NUMBER OF DAYS ONSITE
21

MODULE DATES
Module 1 | base:camp: April 1–4, 2019, Vienna
Module 2 | next:culture: July 1–4, 2019, Italy
Module 3 | next:transformation: Sept 16–19, 2019, Barcelona
Module 4 | next:visits: November 18–21, 2019, TBC
Module 5 | start by starting: January 27–30, 2020, TBC
Meet Up: March 24–25, 2020, Vienna
INSIGHTS TO OUR VERY FIRST LEARNING LAB
NEXT:PEDITION 2017/2018

Participating organizations

Internal Consultant 14,3%
Management 9,5%
HR Management 14,3%
Founder 14,3%
Agile Coach 9,5%
Consultant 38,1%
CEO 38,1%
NPO 14,3%
Start up 9,5%
Corporate 38,10%
Consultant 38,10%

Gender
male 47,60%
female 52,4%

Organizational background
male 47,60%
female 52,4%

www.dwarfsandgiants.org/nextpedition
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.

www.dwarfsandgiants.org/
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:
www.dwarfsandgiants.org/join-nextpedition

CALL YOUR NEXT:GUIDE
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