

'Leading Together'

Cross-organizational processes to create meaningful and leadership development among managers and employees in Super-Pharm

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Introduction:

The value of Leading is one of the central values of the network Super-Pharm. This value refers to the ability to lead the market, be innovative, original, and always strive for excellence in every action and behavior.

In 2010 it was decided to focus on this issue from a different angle, by building cross-organizational processes aimed to develop and deepen the leading. This would create a feeling that the managers had the power to influence give a sense of meaning to them, also to employees in their work.

This project, called "Leading Together", was born out of a thorough process after it was tried on managers in the organization to manage a meaningful dialogue about the relationship between them and their subordinate managers. Following this process of dialogue it was needed in formulating the concept of leadership and shared leadership. Furthermore, sharpening the conditions that will allow network managers and employees to exercise their leadership and delivery. As a result, it was needed to strengthen the sense of competence and personal meaning of the managers and employees in their jobs.

The project was based on a broad and in-depth reference to the concepts of “meaning” and “transport”, and the special relationship that exists between them. Understanding these concepts before and during the process allowed to construct a multi-stage model and processes, which passed on workshops dealing with managers in terms of transport and meaning. Then it transferred and directed the employees in these programs independently.

Transfer workshops by the Board based on the assumption to upgrade the old leadership responsibility to create the conditions that allow the transport and sense of meaning in information and encourage the leading terms in each organization.

This article presents a unique process that took place in the organization: the theoretical concepts and organizational which it is based upon. It is based on the various components of the project, the translation results in the field, and the implications and challenges in the unique process of this kind - about every single person in the organization – from the first board member to the last employee.

The significance, transport and the relationship between them

Be significant

Every person, every one of us has a basic need to feel significant and valuable in ones life and ones practice. Viktor Frankl in his famous book "Man's Search for Meaning" (1970) refers to the need of meaning. According to the perspective of Frankl, the deepest urge of man, or rather, his greatest desire is for the meaning and understanding of life and the world in which it is located. This gives him the power that can help him cope with suffering and despair. When this need is not fulfilled, the person has a sense of barrenness and meaninglessness he calls the "existential vacuum." Under this approach, when man fills his inner emptiness, finds meaning in his life and his actions, it could mean, he can then pursue what gives him a sense of fulfillment and purpose.

Alfred Adler (1931), a physician, educator, psychologist, and a student (and resistance) of Freud, founder of Individual Psychology, was also involved in the issue in depth. According to the approach, the person is perceived as an active player in creating life, developing a unique lifestyle, which incorporates ones own purposes. In other words, man creates himself, and is not only shaped by early childhood experiences. According to Adler, there is only one-way to measure a person's values: how one copes with the challenges life presents one with three key areas: society, work, and love. The answers we give to each of these challenges represent the meaning of our lives. According to him, it is very important that the person will look at these issues, or words, learn something about the meaning of life and what different people consider to be meaning of their lives (from the preface to his book, the meaning of our lives, in 1931, issued in 2009).

Lips-Wiersma & Morris (2009) support these approaches in the world of work and management. In fact, they argue that much of the administrative dilemmas revolve around questions of meaning and reference to these dilemmas. This is done by responding to questions of meaning and fulfillment through work, which contribute to the well being of a person. When a person has a sense of meaning, it helps to answer the question "Why am I here? " This question improves the subjective experience of purpose in life or in other words the experience of Meaningful life / work.

In fact, according to these approaches, in order to feel significant, one should be active, take responsibility, and look for the channels through which one can feel significance. However, the basic assumptions that accompanies us is that our environment of man, plays a significant role. Therefore, it should allow us to express and fulfill ourselves. In fact, the people around us need to be sensitive to conditions that can allow us as individuals to realize our purpose and lead meaningful lives.

Be a leader

The concept of leadership is a broad concept in various fields. We focused on two key aspects:

The first aspect refers to the elements of excellence - to be a leader in your field - each of us can become a leader in ones daily routine, regardless of the role that it plays (This can be expressed in professional practice, originality, innovation, excellence, etc.).

The second aspect relates to the elements of leadership - to lead other people - a person can be a leader by being a leader that is followed by others, affecting them, and motivating them to action. This element is of course addressed to theories of leadership on various aspects.

The interface between transport means and Leadership

The interface between the two concepts - meaning and lead is a fascinating meeting point, a node can leave in different directions and infinite. We chose three of them.

The first direction concerns that the concepts are intertwined and can reinforce each other: sometimes the fact that people feel valuable and meaningful to make one want to lead other people. In other cases, when the person leading is affecting others, it makes one feel as if the contribution is significant. In any case, when people feel significant and lead - win-win – which means all individuals feel better, more energetic and happier with one's actions in the organization to which one belongs. The end result is more successful.

The second direction relates to the management of meaning. Lips-Wiersma & Morris (2009) refer to different organizational approaches in their paper that in strong corporate culture and leadership there is a significant role in shaping an individual's sense of meaning at work. This function is called by them as **Management of Meaning**. They refer to various studies that indicate that the sense of meaningful work contributes to the motivation and sense of emotional involvement. Also it contributes to the physical and cognitive development of the employee in the organization. However, the lack of a sense of meaning may lead to a subjective experience of worthlessness. Furthermore, one can experience feelings of apathy and distance from work (May et al., 2004).

For example, transformational leadership theory of Bass and Ebola (1991) embodies the idea that the leader has a significant role in creating, leading workers, and subordinates with a sense of meaning. According to this theory, transformational leadership can be found in every organization and every show. Full range model of leadership refers to the various dimensions of transformational leadership, including the dimension of motivation through inspiration. This refers to leaders that inspire, represent the energy, initiate, possesses tenacity, and ability to see the future. This often distinguishes between the normal driving leader and the exception. These leaders can express simple solutions and shared goals with a mutual understanding about what is important and appropriate for followers. They provide vision, increasing the sense of meaning for the followers.

The third direction is the most fascinating. One may see the related understanding, also referred to earlier, that the leadership role works in a way to allow the exercise itself and also to feel significant. This approach (and perhaps a complementary) approach to the management of meaning does not relate to a common vision as a sole way to create meaning. The special relationship between the leader and those that are led, allows precise identification of the factors the individual subjectively help in the organization to realize itself and charge it with a sense of meaning. This approach is consistent with the research findings of the Lips-Wiersma & Morris (2009) according to which there is honor and respect for the personal resources of each individual in the organization's meaning. According to these findings for managers a key role, working with these sources, provides the right environment and opportunities to realize the needs of the development and implementation of human subjectivity.

'Leading Together' - the project presented in this article, embodies much of the intersection between meanings for leaders and provides a central place for the director in the organization. This is under the assumption that the needs of the person and the conditions are present to allow one to grow as a person. Furthermore the work leads, feels significant, and values to itself and to the environment in which it operates.

Organizational background Project - How was the process

Organizational environment and its characteristics:

The company "Super-Pharm" is the leading company for drugstores in Israel. Today, the network has 160 stores in slices from Kiryat- Shmona in the north to Eilat in the south and 5800 employees. Today Super-Pharm is an international network that operates in Poland and China.

The network's philosophy is based on an independent management system, known as the "Amit (member) Method" that the network had entrusted to its members such as the branch manager, and passing responsibility as the owner of the business professional. In fact, this is a unique franchise system that provides the franchisee a combination of independent business, professional operation, and shared services. It encourages the member to initiate, create, promote and maximize the achievement of the store. Members can make quick decisions on one's own and thereby create a competitive advantage in the business environment of the store. Members have a responsibility to ensure personal and professional development of the staff and thereby increase the motivation of the management team and employees in the store. Furthermore, the network is the internal promotion and is based fully on its people.

The member is subject to the management team usually composed of four department heads: Director / Z Pharmaceutical Division, Director / A cosmetic, director / manager of commercial / A accounts. Each department head is in charge of the relevant staff he manages.

The company's corporate culture is based on five key core values exposed and actively identified by the company: leading, service, integrity, family and the member method. The company refers to these values as a 'North Star', operates in spirit and structure of organizational interventions, and activities based on these values. Almost every year, the company chooses to focus on a certain value in order to deepen their professional and personal meaning for people, according to the changing needs of the network.

Defining the need

'Leading Together, the project presented in this paper, was' born' after another thorough process, which provides an opportunity to network managers through a thorough dialogue with their subordinate managers. This occurs in a company conference, held every two years. Deep dialogue focused on the relationship between managers demonstrated that there are gaps in perceptions of leadership by managers and that there is a need to explore these differences, especially the perceptions regarding the organization department managers.

Indeed, subsequently, a comprehensive study was conducted dealing with department managers, followed by the need to clarify and formulate a concept of leadership and joint lead managers. This is as well as the need to refine the conditions that will allow network managers to exercise their leadership and delivery, with emphasis on the role of department heads.

These needs led to the development and consolidation project, which were discussed in depth the in concepts of leadership, both meaningful and personal in the organizational context. The project developed a model for the workshops (presented below) were transferred to the first stage all managers in the organization, including members and department heads subordinates. The second phase of Directors passed the independent workshops for their employees.

In this context, it is important to note that the members, in recent years, leading and guiding their employees conduct workshops independently on various issues related to the values of the network. The novelty and uniqueness of this project is reflected in that, this time, unlike in previous years, the task was assigned directly by the member department managers and subordinates, or in other words the entire management team.

The initiating factor

The initiative for the project was made by the Human Resources Department, which is responsible for the development of human resources of the network. The Department has identified the needs and formulated a think tank of experienced colleagues to think about ways that you can meet those needs. In the process, from its inception, the company joined with Gaya - in organizational development, accompanied the process, and contributed to the development.

Where we wanted to go - process targets

Process defined several purposes:

- Clarification and consolidation of the concept of leadership and shared leadership, with emphasis on the role of department manager.
- Sharpen conditions that will allow network managers and employees to exercise their leadership and delivery in the reality.
- Strengthening the sense of competence and personal meaning of the managers and employees in their jobs.
- Leading the development of personal, team, and branch network.
- Objectives defined for the project were formulated in light of the needs that arose with the intention of meeting them in an in-depth process.

How to look cross-organizational processes of meaning construction and development leading?

Project description

Project assumptions

- The basic assumption of the model was to rate old leadership responsibility in order to create the conditions that allow the transport and sense of meaning in information. This allows the encouragement of leading terms in each organization. Therefore, it is possible for managers and in an independent central place to lead the project. Independent space is reflected in the project, the process of training, workshops were given by managers to the employees.
- As mentioned, unlike previous years, (including the member discount workshops alone), the task director was assigned by the number of member department managers and subordinates. In other words, the entire management team. This assumption is highly significant and is based on a shared understanding of the process led by a team preparation and guidance that will help the effectiveness of the process. Moreover it will contribute to the development of leaders and managers giving a sense of their own significance.
- In this context, the role of human resources is to formulate the appropriate strategy process and give managers the tools and skills required.
- Another assumption is that a project of this kind, relating to profound concepts, is relying on gradual steps must do the processes. It will derive from each other over a significant time period within the organization.
- Finally, the last premise is unique to the organization. For Super-Pharm, it touches upon the decision to implement the project at all levels of the company, enabling strong access to all employees.

Work model - the process and key milestones

Working model includes several key milestones:

- **Getting started - Conference** - dialogue between managers within the organization, including: members and heads of departments. In Depth dialogue that allows managers to look at the relationship between them and the factors that promote and block the energy connection.
- **Establishing a think tank** - following the conference a think tank convened composed of experienced colleagues, human resources, and organizational consultants. Their aim was to look at the products that entered and understand the needs that arose from them. The team concluded that the focus should be on the role of director of the organization.
- **Conducting research** – In order to understand in depth the needs identified, it was decided to conduct research amongst the department managers. In the study conducted at the end of 2009, questionnaires were given to all members and all department heads. The study involved 414 department managers and 97 members. The questionnaires concerned perceptions of initiative, authority, influence, leadership and general feelings of department managers in their role. This study reflected differences in perceptions of members and department heads on issues of initiative, leadership and leading a number of findings which were different:
 - When department heads were asked what they thought was expected of them as managers of departments, they tended to indicate more capabilities relating to the areas of performance, order, and organization. Also they thought of the following instructions: Qualities of initiative, independence, courage, creativity, and leadership.

- Members, however, when asked what they expected of the department heads, emphasized the leadership aspect. In this context, it was also that members expect the managers to discover the greatest possible initiative. The findings as a whole expressed a sense of the director's freedom of action and their impact on events. Also giving a sense that enables them to desired degree of initiative, especially creatively.
- These feelings were particularly strong among a group of managers (Group / Class B), which are responsible for major department stores. Among this group there was a strong feeling of freedom of action, especially in personnel matters are limited. Meaning, there is no room for initiative as expected. Many of them did not feel leadership qualities expected of them and didn't even consider themselves as having such features.

Establishing a think tank for developing organizational processes - these findings indicated the need for construction of organizational intervention to give an appropriate response. For this purpose, a think tank was established to be responsible for the development of appropriate organizational processes. This team consisted of colleagues, human resources, and organizational consultants who know the company and specialized in developing such processes.

Organizational development intervention – The think tank designed with overall organizational intervention workshops of two types: workshops of the managing teams (members and heads of departments) given by professional instructors and workshops based on almost the same model management teams independently transfer employees in the branches. Model workshops will follow.

Development kit supports managers - development workshops entailed comprehensive training kits designed to be a tool for managers central support independent transfer workshops. This kit includes a full description of the project, the way to prepare for it, and the work units of the workshop in detail.

Preparation of all members on the process - to prepare a round of preparatory meetings conducted with all network members (according to geographic areas, called clusters). Every such group meeting we presented the rationale of the process, the various phases and structure workshops planned. These meetings were meaning because many helped prepare members for the process.

Workshops for members and heads of departments and using the model of work called TRAIN THE TRAINER - It included workshops for personnel management of the stores (each workshop included a number of teams management placed by professional instructors). The workshops were given in accordance with the geographical distribution of the network, so that each workshop moved to a group of managers belonging to a particular geographic region. The framework that managers experienced themselves dealt personally with issues of meaning and the leading role. Then managers were given tools helping them cope with the task directive before them. Workshops comprised a framework which had the opportunity to in-depth experience of the workshop itself and derive significant value and learn from the model of the workshop had to be taken following employees of the branches.

Preparatory meetings of the members and department heads for

workshops Branch - After the training stage management teams participated in a joint preparation process, which deepened the workshop model. Roles are distributed and prepared with challenges that may arise in the workshops. This preparation had a significant role in the process because it contributed to the shared language in leading the project. In addition, there were those who used the preparatory meetings for further discussion as well and dialogue on issues raised in the workshops for managers, bolstering course the value of these preparatory meetings.

Workshop branches - the end of the various preparations, guided management teams to go to workshop stores independently. All employees of Super- Pharm were affected until the last employee participated in them. Here it should be noted that in addition to workshops branches were also workshops for all employees of the central office (headquarters) which are very similar.

Summary of meetings of members and directors of the departments

after the workshop - the workshop recommended branch managers to hold a meeting designed to discuss feelings summarizing the workshop, engaged in drawing conclusions and thinking about the future.

The workshop model

Model developed workshops included the following main components:

Emotional component - memories - experiential workshops were opened when the participants were asked to share their moments in life when they felt that they themselves were significant. Openness allowed reminiscing and looking very much uniquely into the subject.

Cognitive component - the emotional part of the group shared conceptualization of the terms “meaning and leading”. There is a special connection between them and successful settings help build a shared basis in relation to these issues.

Experiential component - workshop included exercises (INDOOR-OUTDOOR style) the experience and energy involved in challenging teamwork. The exercises were a platform to discuss issues of a sense of meaning, transportation and observing the conditions required for the realization of these goals (participants explored and highlighted what are the factors that promote and inhibit the expression of a sense of meaning and leading the work).

Component applications - Translation reality - all the elements discussed above have led to the workshop dealt with the most significant insights. At the workshops where the Board's discussion was held intimately, each member debated for its management team. At the workshops branch department, the managers role is central. The manager instructed all department heads, at this stage of the workshop, to discount independently staff who were subordinate to him. Within the framework of this discussion managers and employees tried to think about the conditions required for the realization of a sense of meaning and leadership at work. They were thinking about ways to cooperate and practical solutions to address these issues - the first phase of workshops administrative level and in the second level of the overall employees of stores.

It should be noted that the workshops for managers included a cognitive component in which they were given the opportunity to enrich themselves with knowledge about creating meaning in life. Thus at the beginning of the workshop, they listened to a lecture that deals with giving meaning to life in general and parenting in particular. The decision to choose this topic stems from our understanding that it would be enriching to examine the issue of meaning also from other angles beyond the corporate angle - Business (lecture given by Dr. Avi Merdler Adler Institute).

Translation effect - how to do? Do we know he is?

Results we collected from the field

Yoav Schoenfeld, a clinical psychologist and research consultant, wrote this chapter.

As mentioned, the translation actually incorporated in the work process, an integral part of every major step of workshops - the first phase of workshops for managers and the second phase of workshops for employees can be central to the formulation of practical solutions and methods. This is done to help increase a sense of meaning and expressions of leading the organization.

Beyond the translation of concrete courses of action, we tried to ask ourselves whether we have achieved the goals we set for ourselves in this project.

To answer these questions, we tried through various ways: first, through a research project examining the assessment of project impacts systematically and empirically by collecting data from the field. In addition, we used the feedback we received from the managers and employees following their participation in the process, and finally, we tested our vision as professionals from the project.

Project evaluation

The evaluation study consisted of four cycles of measurement:

1. Direct feedback from project participants - colleagues, managers and employees - the satisfaction of the activity and appreciation of the contribution for change. In this context, we received feedback from 138 employees, 314 department managers and 102 members.

2. Impact Assessment Project Managers and Colleagues - In this test, we conducted measurements of "before" and "after" project implementation among managers and colleagues online. Measurements examined attitudes and feelings around the issues of leadership, freedom, and a sense of value and meaning in the office. The first measurement was about six months before implementation of the project and participated in 414 department managers and 97 members. The second measurement was conducted a few months after the project, and included 378 managers and 131 members.

3. Evaluation of impact of the project on employees - in this context, measurements were conducted of the "before" of the project and "after" performance, among a sample of employees from stores network. For this test a "Questionnaire for meaning and leadership" was developed that examined four dimensions:

- The extent to which the environment encourages personal expression.
- The extent to which the employee feels he recognized and appreciated.
- The extent to which the employee feels he expresses himself.
- Extent of the employee's motivation to lead and influence.

Measurement "before" was among a sample of shops, a few weeks prior to their participation in the project, of about 87 employees. Measurements "after" stores are still not completed, but a comparison between the results in this sample and the sample results in a 149-store employee who participated in the project.

4. The fourth circle is the annual employee survey, encompassing all network employees held in May each year. The survey examines, among other areas, measures of motivation, commitment, solidarity and belonging. We expect to learn next measurement to be held on the impact of the project on these indices.

The findings of our measurements conducted among department heads indicated that after the project the feelings and perceptions of managers significantly improved on several issues:

Manager found feelings that can influence events in the store, feeling that he has freedom of action on human resources and a sense that the role of director space to take initiative [see Figure 1].

In addition, a higher proportion of managers clearly specify the traits leadership colleagues expect of them, and even more significantly - higher rates of Directors noted the leadership of their characteristics [see Figure 3]. We also found that after the project, the percentage of managers who want to advance further increased significantly [see Figure 4].

Particularly encouraging was a finding related to a group of managers described earlier in the article, a group / class B, which is responsible for a major department store. First measurement issues identified her as low especially in relation to groups with other managers, while the project occurred in this group the largest improvement. This finding is encouraging because from the outset, difficulties have arisen in this group. There were major considerations in designing the project and department manager focus groups [see graphs 2, 3 and 5].

In this context it is important to note that while this project with the understanding of the meanings initial research was done, that it will be important to strengthen the department managers, were also organizing other activities beyond the workshops, which certainly contributed to these results.

In addition, we saw a statistically significant correlation between satisfaction with the project managers and the issues that have improved. Managers were satisfied with the project and contribution. Also they were more satisfied with their jobs and the freedom of their impact in the sense of what was happening. They believed more that there is room for initiative and creativity in office, and expressed a greater desire to move forward.

Graphs

Members were asked in these measurements about perceptions of department managers working with them and about the role of Director of the Department as a whole. It was found that after the project was assessed via its peers for qualifications of directors, perceptions changed for opportunities for advancement available to managers. Another finding, which is consistent with the goals of the project, showed a decrease colleagues noted of "order and precision" as a feature they expected from managers, as well as features such as "independence" and "executive ability."

Measurement among a sample of employees prior to their participation in the project is still pending. Compared with a sample of employees from stores who participated in the project, there is a dimension that deals with employee motivation and influence, which is significantly higher among workers who participated in the project.

It should be noted that in the current implementation of the project there was constant dialogue and exchange of notes between colleagues, managers, and us- the project team. Directors initiated telephone calls and inquiries by email and were sure to send us feedback of impressions that demonstrate the achievements of the project. Direct feedback that we collected added proactively workers and managers in the evaluation of the project.

This variety of information was available when we tested the project during and after. Evaluation led to a feeling of deep satisfaction. Satisfaction observation arises from products of the process (as an illustration we have chosen to combine several quotes feedbacks and impressions given by the Board. The following is confidential information):

There was a sense that the project enabled a significant impact on each and every employee in the organization. This connection was also expressed very openly in workshops where people felt that they have created a great rapport between employees. "The team has become very open, and subjects really touched hearts".... "My openness and the workers moved past the border I expected them to" ... "Everyone were surprised and opened up").

For us, the project could trigger a serious and constructive debate touching upon questions of meaning and leadership in the organization. ("I felt I had achieved all the goals today... 1. Formulation of the concept of leadership and personal meaning. 2. We sharpened the personal responsibility and sustainability on the subject".... "this was indeed a unique opportunity to discuss and examine the value of leadership, and how each employee can be a significant influence on a daily basis "... I really believe in this way of meaning of action and leadership together and therefore I think this workshop was indeed the right time and the right place ... management team truly enjoying the experience itself and identified with the message of the day " ... "at end of day when I asked the workers their view I also received significant feedbacks ..they said it was the most significant workshop that made them give a thought to their work and no doubt gained much from it and going home with added value").

Touching upon these fundamental issues allowed managers and employees to discuss the Company's values, especially about leading a focus. ("I think that the structure of the workshop was true, touching personal values and the values associated with work").

The construction process works so that the managers themselves and management teams pass the first stage workshops and then filter the workshops to their employees, contributing to a sense of action and joint lead managers.

Moreover, the task of the joint directive constituted a significant challenge (see below) for managers, who contributed much to the development challenge, even beyond the goals of the project. ("Moving together, as a team executive, was an experience management team," ... "we got to the stage of organic departments who are very willing").

The ability of managers and employees to formulate solutions and practices was a major factor, for us, and the basis of the implementation of new organizational processes at every level in the organization. Of course, in this context the challenge is significant, since the results test is still in progress. ("There were issues from the field, new ideas, all done in an open, professional and pleasant manner").

Furthermore, it appears that the process could also affect employees' private level of thinking, personal observation and sense of meaning as seeking meaning and personal development in organizations. For example, in one of the stores one employee decided to delay the screening process for management, because he felt he had to feel mature and invest in studying for this process. ("Probably for a seminar "leading together " has had an impact on the number of employees in the store..... He came to me yesterday and asked to postpone the assessment center next year ... claiming that he wants to specialize more in order to lead, to be close to .. Learn from... How to lead people... ").

In terms of organizational development - a discussion of challenges and implications

The 'Leading Together' project, presented us with exciting challenges as professionals involved in organizational development and assimilation of the cross-organizational processes:

From point to point - integration of the organization process- this project, as described, is based on many stages, with each stage building off the previous one. Such format can enjoy many facets: in-depth work and changes over time. At the same time, work in process put before us, as professionals, is a challenge to clarify to managers in the organization that this project is multi stepped. The ability to convey a message that "discussions started now, you can and should continue to the next step, and the ability of our self (a complex task in itself) to be patient waiting for instant results. Along the way, we asked ourselves one - 'Is this the biggest stage? Or the next step is more central and we can "enjoy" more powerful results.'" Of course, this challenge was summoned not only for some but professionals who are accustomed to thinking consequentially and with immediacy. They also had to accommodate the wait, the various preparations, and the various stages of the work, to have experienced the taste of the products. It is interesting to note that even at the end of the workshops, where executives expressed great satisfaction with the group experience that they led; we made sure to remind them that the 'real' mission is to assimilate the insights and decisions made in the workshops. Also to ensure their actual implementation.

Occupation large and complex terms with multiple meanings and interpretations - the concepts of meaning and leadership, as presented throughout the article, are complex concepts related to the foundations of the world as diverse. It encompasses all aspects of life of the individual. Being such concepts, we had to put a lot of thought to target concepts 'regions' which seemed to us relevant to people in the organization. The process of thinking about concepts used much energy and much deliberation to be solved. In this context it is interesting to note that the process of targeting, which also influenced the construction of the model workshops, weren't completed before the commencement of the project, but continued in its first steps, having experienced the first workshop. We understand guidance experience and 'what is right'. Looking at this scene, which took place, you can actually learn from it, because the initial experience may often contribute to our insights as professionals. This gives us contact with the surface helping to a great extent.

Creating a common organizational language - one of our challenges is to formulate common approaches. In fact, this is the challenge, since the implementation of concepts is an extremely complex process. Often, we asked ourselves whether we could produce common perceptions. Will we be able to reduce the gaps between the perceptions of the various management levels? Answers to these questions are not immediate and certainly only with the passage of time, we can assess whether we can complete the task. However, one of the things already noticeable among managers is the language they use. It is interesting to see how the concepts of 'meaning', 'leadership', and leading together, are becoming more prevalent and usable by managers. This might be the first step in the creation of shared perceptions of organizations, and that can be considered a 'language' as an important component of organizational culture. This includes the perceptions of the people.

From a manager's point of view guides - as one of the basic assumptions of the project was to entrust the director members and department managers after the training to pass on the workshop themselves. The premise was one of the main axes of the project. It is our understanding that the task director is responsible only in the hands of professionals, but the real change is within the agents in the organization, a major contributor to the success of the project in various areas.

Firstly, the influence of the managers themselves is very high for workers, because of the deep familiarity with them and they themselves can be attentive to the messages that will help them in the future. This will help them push through to their people and create the right conditions for the realization of the aspirations and needs of their people.

Secondly, the ability of managers to join the mission of the director has the most potential to enable the development of the managers themselves. In general, most managers are not experienced under the direction of classical groups (even if skilled in leading teams and if their teams are under the direction of experienced previous processes that occurred in the organization). Experiences such as the guidance task involved many emotions expressed by managers: excitement, stress, and sometimes even panic - professional facilitators often experienced these feelings as well. Overcoming the challenge of the emotions and satisfaction, contributes to the personal and professional development of managers.

Finally, an interesting point this time is related to the managers guiding the workshops – together by splitting the roles. The shared mission is certainly fertile for improvement in work and deepens the sense of shared meaning and leading.

It is important to note that adopting this premise, the guidance will be made by the directors themselves. It requires us to invest energy and significant professional efforts to give managers the right tools and the most effective guidance.

Planning for the future - what's next?

Are there plans to continue? In what direction?

At this point, even before thinking about his next project, our intention is to help the managers to implement various insights and decisions varied in the framework of workshops. It is a challenging task in itself since every member is in his independent territory.

And support of the current project? Just days when we finish the project and naturally begin to think about what will come next. One of the significant challenges, such as in Super - Pharm is' reinvent ourselves every time, since it is a society in which, along the way, made significant organizational processes and deepen. However, the field where there is so much willingness to significant action, it is clear to us that the following process will grow out of the needs we locate when we summarize and discuss the results of the project.

One of the directions outlined is to continue working with department managers for management and leadership development, as this time we may focus on specific populations of directors by area of activity. One of the issues raised in this context as a necessity, is deepening the capabilities of managers to develop people to their subordinates i.e. the identity and skill of the director.

In conclusion

Throughout the entire article we tried to examine the various aspects of the project.

Now, in the protocol, we choose to look at things from a slightly different perspective, from our perspective a joint team of human resources and organizational consultants.

What we are after in this particular process? The answer to this question is certainly broad and complex, but one of its interpretations is -lead together.

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