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ADVANCED BUSINESS COACHING APPROACH IN COMBINATION WITH SYSTEMIC CONSTELLATION WORK TO IMPROVE THE BUSINESS ENGINEERING PROCESS

Burchardt, Carsten.
Carsten Burchardt

Abstract

Business coaching and consulting as a systemic constellation approach is a solution-focused process, which helps leaders of organizations to identify the complex, often informal, relationships and inter-dependencies within their organization and to develop a deeper understanding about the underlying dynamics in a very time- and cost-efficient manner. The effectiveness of this method has of late been scientifically proven by various research studies. It has become at business engineering as a business coaching a widely accepted discipline in business consultancy, organizational development and change management. The process serves as a platform to solve business issues and to create future change – e.g. developing a sustainable corporate culture, optimizing the organization's performance and enabling the strengths of individual team members as well as the team as a whole to fulfill their tasks in the most productive way in business.

Keywords: business coaching, systemic constellation modell, Concurrent engineering (CE)

Contact:
Dr.-Ing. Carsten. Burchardt
Siemens PLM
Business Development
Germany
carsten.burchardt@ugs.com

1 INTRODUCTION

Today changes have become constants in the enterprise business everyday life. An interesting discipline to foster the necessary engineering change process called business engineering. Business Engineering contains an action model for change plan in the enterprise context which considers all levels of the enterprise equally. Model and methods components from business administration, business coaching, change management, system engineering and innovation management are integrated in addition and converted with well-chosen software components into excellent commercial process solutions. Business engineering continues a tradition which is rooted in the engineer's disciplines with the aim to create the conditions for agile and adaptable enterprise.

A traditional way to review business performance could be e.g. the **R**eturn **o**n **I**nvestment approach. It is a measuring how a company's particular use of capital (money, equipment, etc.) is performing based on the income (or cost savings) it generates. ROI is a valuable tool for businesses engineering to make decisions and trade-offs for how to spend their money, see figure 1. But how are companies promote their ability to innovate, and their capability to turn innovation into profitable commercial products and processes? Particularly in these globally competition driven market times, companies need to make sure that they are getting the most out of their precious, limited resources, like research & development, design, product development, manufacturing and maintenance. Unless a company knows how well they are executing in product innovation, product development, engineering, and manufacturing how can they possibly improve and turn more ideas into successful innovations and increase the financial returns from their products and services?
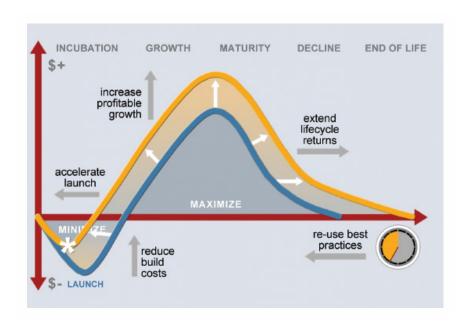

Figure 1: Product Lifecycle Management Profitability and Payback Curve

This paper describes in business engineering process the successful approach to combine business coaching with constellation work to improve a company's ability to innovate, and to turn that innovation into bottom-line profits. Further, the paper will offer insights about constellation work approach in business engineering.

2 BUSINESS ENGINEERING

Engineering is the discipline, art, skill and profession of acquiring and applying scientific, mathematical, economic, social, and practical knowledge, in order to design and build structures, machines, devices, systems, materials and processes that safely realize improvements to the lives of people and …... Therefore, Business Engineering is the same thing, but applied strictly to business enterprises. Business Engineering could be describe as:

- discipline – the business engineer must practice certain discipline in order to operate successfully in business
- art – business is as much art as science – may be more - the business engineer must take that into account in all endeavours
- skill – different skills are required on business to operate on business and to teach business people (understand, speaking skills, writing skills,…)
- systems – the business engineer must be skilled in creating and deploying systems of all kinds within a client`s business
- process – processes are the activities the business owner must do on a day-to-day basis to reach the business goals
- improvement/changes – change the process or activities inside the business process

Business engineering enables engineering processes across the product lifecycle with speed and confidence from an institutional perspective, and to sustain the change through embedded business processes. Product Lifecycle Management in general is an enterprise strategy built on common access to a single repository of all knowledge, data and processes related to the products (Burchardt 2007). PLM involves data from many siloed databases and people from different business functions, often in different organizations around the world. PLM provides a vehicle to establish coherent, repeatable functions and processes as well as consistent and accurate information over the life of the product – from ideation to retirement. By establishing a single system of record, PLM makes it possible to compare, balance and optimize disparate product requirements, directly linking performance and manufacturing considerations with design intent. It digitally connects customer, marketing and regulatory requirements to designs, documents, specifications, models, test results and other types of product information that are required at different stages of the lifecycle, see figure 2.
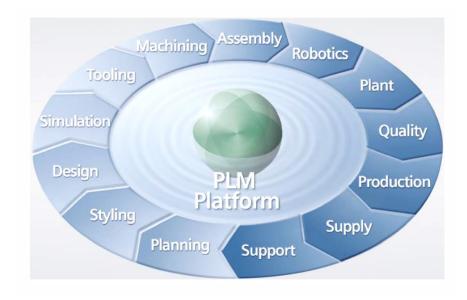

Figure 2: Product Lifecycle Management supports the entire PLM lifecycle

PLM has evolved to encompass all of these capabilities, helping world class companies target and realize results in tangible business benefits. PLM supports:

- **Product or Service:** A "product or service" consists of much more than R&D or engineering specifications, including technical / engineering specs, production / manufacturing information, but also commercial considerations such as pricing, compliance, product documentation, business model, and supply chain and logistics information. The challenge will be to manage this information in a cohesive, integrated way.
- **People/organization -** Product development and manufacturing is expanding across the enterprise. Rapid product development timelines dictate concurrent engineering strategies and companies can no longer afford to assess quality, performance, compliance, manufacturing, sourcing, and cost at the end of the design phase. This requires more disciplines to be involved in product decision-making up front, and the technology to allow them to provide their input and collaborate with others.
- **Lifecycle process –** Product and Service related processes are being integrated across previously disparate functions starting at the "front end" of innovation all the way through service and support. This integration helps tie together both disciplines of innovation to improve profitability.

As an integrated, information-driven approach to managing all aspects of the product lifecycle process, product lifecycle management is at the core of a "design – build – support anywhere" strategy that leverages a collaborative network to accelerate invention-to-innovation cycles.

But the focus on Business Engineering inside PLM as an enterprise enabler reinforced that PLM is NOT just an engineering tool, it should be used to support the entire product lifecycle. In many companies over the past several years, PLM implementations were primarily engineering-focused. Nowadays, PLM user dispelled the notion that PLM has a broadening footprint across the enterprise. Means the priority to expand PLM to other subjects, like recognizing organisational questions to support additional groups within the enterprise beyond engineering…… Along with the theme of PLM as a process-driven enabler, speakers stressed the criticality of establishing information about aims and how one reaches them. That the reason when business engineering could/should support the PLM process (Rauen 2002), (Böning 2000).

3   BUSINESS COACHING AND CONSULTING

Coaching is a relationship consisting of a structured, process-driven interaction between a professional trained in coaching methodologies and one or more individuals seeking positive behavioral change. It is a multi-faceted discipline that focuses on a wide range of behavioral objectives relating to increased levels of performance leading to greater personal and professional success and happiness. While the primary goal of coaching initiatives is to develop positive behavioural change, it is can focus on a broad spectrum of different objectives, take many different forms and involve a wide range of approaches. Some of the elements of an effective coaching process may include identification of individual or organizational objectives, implementing performance assessments, examination of personal values and beliefs, setting realistic goals and establishing focused action plans.

Coaching is to be understood as coaching as an individual-centred form of the consultation, which can enclose professional and private contents and based on voluntariness, discretion and the mutual acceptance of coach and coachee. Coaching is aimed with priority at the enlargement personal and social competence and should ease to the coachee or allow to bring his individual ability potential to bigger development and to be able to solve thus existing and future problem and conflict situations independently as well as to master present and future challenges more efficiently and on to the individual potential of the coachee. Coaching is carried out by one or several coachees whose individual interests, experiences, arrangements and needs always have priority before the mediation of general material information and training contents, even if these can be pulled up any time for a sensible supplement. The professional coach operates on basis of a worked out consultation concept and must dispose of the qualifications and competence which is

necessary to support the coachee to achieve of the aimed changes and developments. The coaching is carried out in the form of a restricted sequence by meetings and, besides, refers to concrete problem situations, conflict situations and challenge situations of the everyday experience of the coachee. Nevertheless the coaching concentrates less upon the change of these situations in specific contexts, but uses them with priority as landmarks with the development of the individual potential of the coachee that consciously is not reduced to single situations or single contexts, see figure 3.
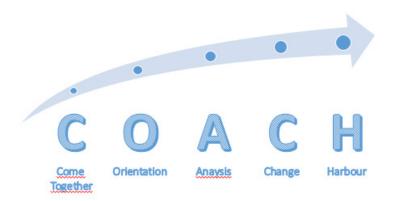

Figure 3: Elements of the Coaching Process

The coaching process is defined after Backhausen & Tommen (Backhausen 2003) as a construction of a positive working relationship between coach and coachee and addressed:
- work out of the concern (problem or plan)
- definition of the aim in the coachee system
- determining of the relevant solution system
- clarification of the task
- consideration of the criteria and implications of reality constructions and market appraisals
- hypothesis
- analysis of the effects and connection ability of changes
- planning of strategically interventions and evaluation if this intervention supports the aim

Business coaching is the practice enterprise work of providing advice, feedback and support to an individual or a team within small and medium size organizations to help them improve organizational performance. Business coaching is almost always competency-based. Business coaches work in such areas as supervision, management, employee accountability, sales, customer loyalty, communication, developing teamwork and many others. Business coaches can focus on improving the effectiveness of specific individuals in key leadership roles such as in CEO coaching or leadership coaching by combining and integrating a variety of performance behavior improvement elements. Business coaches often help businesses grow by helping them create and follow a structured, strategic plan to achieve agreed upon goals. The essential focus of business coaching is process improvement through people development in areas exhibiting sub-standard results.

Example: Business Coaching is very similar to sports coaching. In sports, a coach pushes an athlete to achieve optimum performance, provides support when they are exhausted and teaches the athlete to execute plays that their competition does not anticipate. A sports coach will make that the athlete run more laps and make work harder than he would on his/her own, even when the athlete don't feel like it. A sports coach will tell it like it is and the athelet will listen. Fortunately, a Business Coach does many of the same things, but in a way that is focused on creating a successful business. The role of a Business Coach is to coach business owners through guidance, support, accountability and encouragement.

4 BUSINESS COACHING BENEFITS

Business Coaching is a combination of individual support for the solution of different concerns and personal consultation. In the business consultation the coachee is inspired to develop own solutions. Business Coaching allows recognising of problem causes and helps thus to the purification and solution of the processes leading to the problem. The coachee learns in the ideal case to solve independently his/her problems, to develop his/her behaviour and/or his settings and to reach actual results. A basic sign is the support of the self-reflection and the self-steered enlargement or improvement of the possibilities of the coachee with regard to perception, experience and behaviour. The interaction in the business coaching is aim driven in view of contents, result expectation and time limit. At the business coaching process the person is central. As voluntarily, independently slide-logical process business coaching is aim orientation and remains result-open.

Use of business coaching
Business Coaching supports developing activities and change activities of people in enterprise contexts, see figure 4.

I. Organisational development: Business Coaching accompanies operational change processes and supports the core people by the guiding of difficult and complicated situations.
II. Management development: Business Coaching supports single persons responsible to work on the optimisation of her effectiveness as a leadership personality.
III. Location reflection: Business Coaching performs in phases of operational and/or personal re-orientation and purification help.
IV. Conflict solution: Business Coaching helps to find ways out from a negative spiral in acute or smouldering crisis situations which the person from own strength cannot leave.

Figure 4: Business Coaching supports Individual Performance

An ideal business coach uses the strengths, predilections, talents, experiences and the knowledge of coachee and challenges at the same time his/her own growth. The knowledge about strengths and weaknesses is also reflected in the achievement of the coaching process.

5 BUSINESS COACHING IN COMBINATION WITH SYSTEMIK CONSTELLATION APPROACH

The systemic constellation approach is used in business coaching as group-simulation method (Rosner 2007). As simulation method it delivers descriptions of cause and effect relationships in organizations and gives the participants an idea of functionality and configurability organizational networks of relationships and rules. It based on a constructivist understanding, defining systemic in a comparative way as the extent to which something (a theory, an explanation or an intervention) relates to the context and relationships in a system. The operational principle of systemic constellation is difficult to explain. Constellation work it is a highly systemic method because hypotheses are generated entirely

from the relationship dynamics and the interaction between context factors. The core understanding of the term systemic is defined as example by Matthias Varga von Kibéd as follows:

> "An explanation (theory, methodology, approach, definition of terms, thinking, idea, form of therapy, intervention): A is more systemic than explanation (theory...) B, by definition, when A allows a shift away from the attribution of qualities to system elements (and towards the observation of relationships, structures, contexts, dynamics and choreographies) to a greater extent than B" (Varga von Kibéd 2005).

The systemic constellation approach was developed of Insa Sparrer (Sparrer 2001), (Sparrer 2009), Matthias Varga von Kibed (Varga von Kibed 2006), with influence of Bert Hellinger and Gunther Weber since 1980. It is a new way of thinking to support business issues (Hellinger 1998). Gunthard Weber and Varga von Kibed went on to be the main proponent and specialists in this area of systemic constellation work in business context (Weber 2004).

Systemic Constellation approach causally began in the field of psychotherapy but in the course of the last several years it has reached far beyond this scope and is currently on its way to making significant contributions to the body of social work, therapy, and many other medical fields such as homeopathy, as well as offering effective solutions for strengthening businesses and organizations in several areas such as team building and development, and other consulting tasks.

Using the systemic approach in business coaching it is possible to show the organizations and companies as a complex, living and learning network of relations which are interwoven with each other in many ways. This may be through contracts and official and unofficial hierarchies but also simply through the relationships the human ingredients of a company or organization have with each other.

Complex living systems behave in many ways like a hanging mobile, see figure 5.

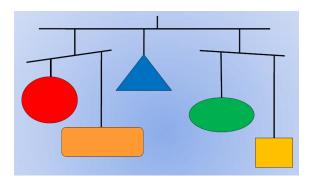*"if you pull one string all parts are affected in sometimes unpredictable ways"*

Figure 5: Mobile principle of object movement – all actions influences others

> "Wikipedia specify a mobile as a type of kinetic sculpture constructed to take advantage of the principle of equilibrium. It consists of a number of rods, from which weighted objects or further rods hang. The objects hanging from the rods balance each other, so that the rods remain more or less horizontal. Each rod hangs from only one string, which gives it freedom to rotate about the string. If one of the mobile objects get movement all other balanced objected get movements in sometimes unpredictable ways."

This is one of the reasons why the systemic approach, instead of focusing just on the elements themselves, emphasizes the relationships between elements. By zooming out it is possible to get a better picture of the whole so diagnosis becomes more precise and takes the whole into account. When the gaps are identified, it is possible to fill them in a balanced way for the whole to bring out the best in the business environment. By creating possible contexts in which win-win situations are more likely

to happen it also invites long-term success. Where for example employees identify with the business they work in motivation and effectively rises.

5.1 Definition of System / Systemic Constellation principles/ Formats

A system is a number of elements that are connected to one another in a continuously changing relationship. In other words, a system is any group of people who regularly work, learn or play together.

Within businesses context, the organization as a whole represents of a system. But there are usually different departments and divisions, which also represent systems within the whole; on the other hand, they have sub-systems that belong to the whole. For example, when talking to strangers, "I am proud that I work for company XYZ". But, when sales and production departments have their annual football match, the salesperson, identify himself with the sales department. Although the leaders of a company or organization try to promote a shared culture throughout the organization, there are instances of departmental culture and loyalties being stronger than that of the whole. Such tensions are not unusual and can be difficult to overcome. Because we all belong to several and different systems, misunderstandings and conflicts between their various cultures can easily arise. In many instances such conflicts are relatively minor and are worked out instinctively within the system: a kind of self-healing and self-leveling process that goes on all the time. But, on other occasions this does not occur and some intervention is required, figure 6.

Figure 6: Different Relationships in Business Context (Family 2012)

In addition to the ambiguities and conflicts caused by the different and incompatible needs from the diverse systems, also other questions arise when the systemic principles are not followed.

Systemic Principle (main rules) are:
- Respect is the most important principle (what is, must be allowed to be)
- Everyone in the system has a right to his or her place (right to belong)
- There must be a balance of giving and taking between individuals, between individuals and the system and between different parts of the system

The system requires that certain priorities and orders of precedence should be observed. These include length of service, specialist skills, qualification, functional hierarchy, competence and particular stakes in the system

The usage of systemic constellation work depends of the environment situation. Different formats/types of Constellations are developed. They are used according the cases, the issues and the sensibility of the facilitator. Often, many techniques arise that help the facilitator to do a better work with lots of resources.

Main types of constellations formats are:
- **Norma**l (initially developed by Bert Hellinger).
- **Blind** or **hidden** (in which there is no information about the issue or theme).
- **Structured** (developed by Matthias Varga von Kibéd, that includes some of the followings and they are predefined formats of Constellations for specific type of questions).

- **Problem** (can be done hidden, with representatives for the resources, the obstacles, the solution/objective and focus (client); it is also possible to include a representative for a medium term objective and for the hidden interests).
- **Diagnostic** (useful when there is not a specific question or to see the dynamics or to get an organization diagnosis).
- **Project** (for project analysis, quantifying feelings and sensations).
- **Tetralemma** (very useful for dilemmas or when it is difficult to decide between two alternatives or solutions).
- **Value Triangle** (separating the individual main values and making an independent analysis for each one, in order to get to its integration)
- **Butterfly** (project study and its evolution)

6 SYSTEMIC CONSTELLATION APPRAOCH IN BUSINESS COACHING

All Constellations work relate to organizations, even a family or our body is an organization. Systemic constellations tend to refer to organizations established for a particular purpose, often that purpose is work/business, but it could also include the army, health, education, religion or a stamp-collecting club. Systemic constellation work is very broad and possible in the context of team-building, supervision coaching process. They can be done with a group of independent participants, in teams as well as in management contexts. Constellation supports:

- Create more choices and flexibility in behaviours
- Develop and leverage personal resources
- Overcoming habits and limitations
- Identify and adopt the key actions to achieve the expected outcome
- Integrate the new behaviours

They work in group settings as well in individual counseling settings. In addition, by using team members in specifically defined ways, a management constellation may help surface and deal with intuitive and other non-rational behavioral drivers in ways that are more sympathetic to existing organizational mindsets and culture, and therefore encounter less resistance notes of business communities, "What people say they do is often different to what they do. Behavior is the show, emotions are the fuel, and intellectual rationalization provides the cover story" (Barber 2002) .

- They can be applied like an instrument of navigation with which we move through all kinds of business and organization-related questions.
- They deliver a condensed, 3-dimensional, spatial overview of the status quo, allow possible ways to understand how it came to be and point out options for successful change.
- They illustrate and bring out the questions and issues the client have concerning at his company or organization in a simple, precise and experiential way.
- They offer practical and concrete possibilities for how to proceed.
- They offer alternative perspectives on existing dilemmas and how to transform crisis into chances of growth and transformation.
- They can serve as a simulation for possible solutions (e.g. merging of businesses, strategic marketing changes, organizational changes etc.)

6.1 Business and Personal Examples - Systemic Constellation Approach

Business proprietors always face challenges within their companies. These challenges can be resolved through systemic constellations alone or in conjunction with modern systems, if required. As an example: sometimes at company multidivisional cooperation's are necessary. In that case modern systems like a digital workflow application are used to prepare multidivisional transparency. But sometimes the systems will leave unaddressed issues, especially if there are problems in the workplace. These issues could address together with systemic constellation work. Furthermore the modern systems can leave out basic fundamentals that are crucial to a good solution emerging.

These days, particularly in Europe and UK, systemic constellation work in business is being used with increasing frequency and effectiveness in the work places of major companies and corporations.

Examples on business coaching fields are listed to demonstrate different workplace situations where systemic constellation work would be an appropriate solution to improve performance - grouped in organizational and personal fields:

Company /Organization Fields

Repeated training measures don´t bring the desired outcome; motivational problems, high rates of dismissal and employee sickness, problematic working relationships, problems of leadership, definition of a strategy, integration after merger or acquisition of a company, verification of the coherence of the structure of the company, conflict management in the organizations, problematic relations with customers, check-up of task and goal-orientation of the company, test the effectiveness of important steps or changes in a company, identification, reprocessing and recycling of dead weight, systemic conditions for buying of companies and fusions, family businesses: identification and clarification of whether disturbances are related to management or to family issues, succession planning, new founding, partnerships

Personal Fields

Finding your own place in a company, achieving the skills to fill out a function in a company appropriately, find a good place in the company, decision-finding: leaving or staying, conflicts with colleagues or seniors, explaining feelings of excessive demands, burn-out, changing reoccurring behavioural patterns, find the balance between private and professional life

6.2 Future Challenges - Adaptation of Systematic Constellation in Business Engineering

The systemic viewpoint regards organizations and companies as a complex, living, and learning network of relations which are interwoven with each other in many ways. This may be through contracts and official and unofficial hierarchies but also simply through the relationships the employee of a company or organization have with each other, see figure 7.

Figure 7: Hierarchies / Relationships of the employee of a Company or Organization

This is one of the reasons why the systemic approach, instead of focusing just on the elements themselves, emphasizes the relationships between elements. By zooming out the picture of the whole so diagnosis becomes more precise and takes the whole into account. When the gaps are identified, the constellation work will fill them in a balanced way for the whole. The following process utilization at a later point of time is supposed to support the best in business process with regard to its scope. By creating possible contexts in which win-win situations are more likely to happen, it also invites long-term success. Where for example employees identify with the business they work in motivation and effectively rises. Additional research challenges for constellation work in business are:

- Among peoples and cultures appears a different style. Some cultures are more open to discuss business issues in public workshops and other cultures permit only a limited framework of business issues about public involvement.
- The name Constellation Work is used additional by therapy forms. The relationship between therapy and business coaching is not strongly clarified.

- Sometimes in systematic constellation session a mix of private and business conflicts are indicated. In the constellation work it is important to respect and protect the private aspects of the clients – means no open discussion about private clients' aspects in a public group.
- A Management Constellation strongly emphasizes working with issues at the level of tasks rather than focusing on more interpersonal issues. Where interpersonal issues are the cause of disruption, it is possible that a constellation might not be the intervention of choice with the team as a whole (although the highest-ranking team member, for instance, might benefit from an off-line organizational constellation with a group of strangers).
- The introduction of the Management Constellation also requires some skills in using language that is true to the systemic methodology but also grounded and business-like. The words used to lead the team in to and out of the constellation are important.
- One objective is to minimize the possibility of a change of structural level occurring in the systemic constellation - for example, when a manager's issue is initially located within the organizational domain but suddenly is seen to be much more personal and have its origin in his or her family system. In an open workshop when a traditional organizational constellation is in progress, good practice demands that such changes of structural level are handled sensitively.
- In selecting elements of an issue to be represented, preference is given (as far as is possible) to setting up more abstract elements rather than human elements. For example, in a constellation about a company's marketing strategy the six elements represented included the focus, the agreed marketing approach, that which was outside the agreed marketing approach, the boundary between the two, the market context, and a free element representing an 'x factor'. In a more phenomenological free form organizational constellation at a different time the representatives include the marketing director, the board, the suppliers, customers and the strategy.

At Business coaching the systemic constellation work offer an opportunity to experience and influence the natural balancing forces which impact leaders, teams and whole organizational systems in business. Through facilitated workshops and systemic coaching interventions it illuminate pressing issues, resolve complexity, find new resources and build lasting resolutions. The systemic constellation work provide a fresh way of working towards organizational effectiveness when the source of the issue is not clear, where previous attempts to change have not endured or where there is a sense of stockiness at the individual, team and/or organizational level.

7 CONCLUSION

Successful enterprises build on the ideas and the engagement of her employees. Only if all people in business engineering optimally interoperates the available know-how will be engineering process driver and leads to success. Business coaching in combination with systemic constellation approach is used as group-simulation method. As a simulation method it delivers descriptions of cause and effect relationships in organizations and gives the participants an idea of functionality and configurability organizational networks of relationships and rules. The Systemic constellation work offer an opportunity to experience and influence the natural balancing forces which impact leaders, teams and whole organisational systems. Through facilitated workshops and systemic coaching interventions it illuminate pressing issues, resolve complexity, find new resources and build lasting resolutions. The systemic constellation work provide a fresh way of working towards organisational effectiveness when the source of the issue is not clear, where previous attempts to change have not endured or where there is a sense of stockiness at the individual, team and/or organisational level. This is the reason why business coaching in combination with the systemic constellation approach has found its way into companies and organizations in the last years, all over the world.

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