

European Network of Kolbe Certified™ Consultants

Connecting Passion, Instinct, and Reason

Constitution / Governance Protocols

Our Mission

As European based Kolbe Certified™ Consultants we network, share knowledge, experiences, and wisdom, build possible co-operations and partnerships. As such we help to grow and support each other's individual business.

Our Values / Code of Conduct

- ✓ Impact
- ✓ Trust
- ✓ Excellence
- ✓ Contribution
- ✓ Generosity
- ✓ Freedom (to be yourself)
- ✓ Diversity

We achieve sustainable superior results by enriching our work with conative insights and concepts, whenever appropriate and possible. We are committed to do this to the highest possible standards (operating at levels 4 &5).

Our Vision

The European Network of Kolbe Certified™ Consultants is being recognised for providing individuals, teams, relationships and organisations with essential insights on how to use their instinctive strengths to fully unlock their potential and give them more control over their own destiny. In doing so, the Network is making a unique and meaningful contribution to society throughout Europe and beyond.

Address

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Belgium

Founding Members:

- **Anand Raj Bhandari**, Germany
- **Alexis Deboosere**, Belgium
- **Madeleine Dehauke**, Belgium
- **Patrick Lybaert**, Belgium
- **Joop Stroes**, The Netherlands
- **Judith White**, Austria

Conditions of Membership

Each member of the European Network has to be qualified as a Kolbe External Specialist and needs to hold a valid, yearly renewed (not expired), accepted and agreed upon Kolbe Certified Consultant License Agreement (including the Statements of Ethics).

When a member is no longer qualified as a Kolbe External Specialist, membership will be automatically terminated.

Decision Making

Decisions regarding the governance protocols, the management and functioning of the network, membership, and any other fundamental decision will be taken by at least 3 founding members, with full respect of the principles of Fair Process, as outlined by W. Chan Kim and Renée Mauborgne (Fair Process: Managing in the Knowledge Economy, Harvard Business Review, 2002)

Fair process is based on three mutually reinforcing principles :

- **ENGAGEMENT** means involving individuals in the decisions that affect them by asking for their input and allowing them to refute the merits of one another's ideas and assumptions. Engagement communicates management's respect for

individuals and their ideas. Encouraging refutation sharpens everyone's thinking and builds collective wisdom.

- **EXPLANATION** means that everyone involved and affected should understand why final decisions are made as they are.
- **EXPECTATION** clarity requires that once a decision is made, roles and responsibilities are clearly stated. What are the new targets and milestones? Who is responsible for what?

Notice that fair process is not decision by consensus. Fair process does not set out to achieve harmony or to win people's support through compromises that accommodate every individual's opinions, needs, or interests. While fair process gives every idea a chance, the merit of the ideas-and not consensus-is what drives the decision making.

Important is to agree upfront by when a decision has to be made – the real deadline, not a psychological preference! – and who is going to make the decision.

At least once a year all members of the European Network of Kolbe Certified™ Consultants will be invited to a meeting (general assembly) in which the Constitution / Governance Protocols will be reviewed and adapted if need be.