

# Table of Contents

## Preface

*Friedemann Schulz von Thun* . . . . . 9

## Foreword

*Mina Schneider-Landolf, Jochen Spielmann, and Walter Zitterbarth* . . . . . 12

## What is TCI?

*Jochen Spielmann* . . . . . 14

## Ruth C. Cohn

*Heidi Grevling* . . . . . 17

## Part I: Foundations of TCI

### The Historical and Political Background of TCI

*Helmut Johach* . . . . . 25

### The Psychoanalytic Foundation of TCI

*Angelika Rubner* . . . . . 31

### The Influence of Humanistic Psychology on TCI

*Wendy Hecker* . . . . . 35

### The Educational-Pedagogical Fundamentals of TCI

*Helmut Reiser* . . . . . 40

### TCI and Philosophy

*Walter Zitterbarth* . . . . . 45

### Jewish-Christian Influences

*Dietrich Stollberg* . . . . . 50

### Humanism

*Peter Vogel* . . . . . 55

## Part II: The Theory of the TCI System

### The Systematics of TCI

*Mina Schneider-Landolf* . . . . . 63

### An Introduction to the Axioms and Postulates

*Anja von Kanitz* . . . . . 73

### Axiom 1: The Existential-Anthropological Axiom

*Uwe Faßhauer* . . . . . 75

|                                                                            |     |
|----------------------------------------------------------------------------|-----|
| Axiom 2: The Ethical Axiom                                                 |     |
| <i>Peter Vogel</i> . . . . .                                               | 80  |
| Axiom 3: The Pragmatic-Political Axiom                                     |     |
| <i>Anja von Kanitz</i> . . . . .                                           | 84  |
| The Chairperson Postulate                                                  |     |
| <i>Jens G. Röhling</i> . . . . .                                           | 89  |
| The Disturbance Postulate                                                  |     |
| <i>Sarah G. Hoffmann</i> . . . . .                                         | 95  |
| The Four-Factor Model of TCI                                               |     |
| <i>Hermann Kügler</i> . . . . .                                            | 101 |
| The "I"                                                                    |     |
| <i>Walter Lotz</i> . . . . .                                               | 108 |
| The "We"                                                                   |     |
| <i>Mina Schneider-Landolf</i> . . . . .                                    | 113 |
| The "It"                                                                   |     |
| <i>Martina Emme and Jochen Spielmann</i> . . . . .                         | 120 |
| The "Globe"                                                                |     |
| <i>Walter Nelhiebel</i> . . . . .                                          | 125 |
| Dynamic Balance                                                            |     |
| <i>Jochen Spielmann</i> . . . . .                                          | 131 |
| Living Learning                                                            |     |
| <i>Dietrich Stollberg and Mina Schneider-Landolf</i> . . . . .             | 137 |
| <b>Part III: The TCI System: Practice</b>                                  |     |
| Theme                                                                      |     |
| <i>Mina Schneider-Landolf</i> . . . . .                                    | 147 |
| Structure                                                                  |     |
| <i>Irene Klein</i> . . . . .                                               | 154 |
| Work Forms and Social Forms                                                |     |
| <i>Irene Klein</i> . . . . .                                               | 159 |
| Structure – Process – Trust                                                |     |
| <i>Werner Sperber</i> . . . . .                                            | 165 |
| Participative Leadership                                                   |     |
| <i>Regina Hintner, Theo Middelkoop, and Janny Wolf-Hollander</i> . . . . . | 171 |
| Leadership Interventions                                                   |     |
| <i>Janny Wolf-Hollander and Oswald Wiehe</i> . . . . .                     | 177 |
| Auxiliary Rules                                                            |     |
| <i>David Keel</i> . . . . .                                                | 182 |
| Phase Models of Group Development                                          |     |
| <i>Gernot Klemmer</i> . . . . .                                            | 188 |

## Part IV: The Differentiation of TCI

### TCI as a Professional Educational Concept

|                                |     |
|--------------------------------|-----|
| <i>Helmut Reiser</i> . . . . . | 195 |
|--------------------------------|-----|

### Differentiation of the Four-Factor Model

|                                     |     |
|-------------------------------------|-----|
| <i>Walter Zitterbarth</i> . . . . . | 199 |
|-------------------------------------|-----|

### Communicative Theology

|                                   |     |
|-----------------------------------|-----|
| <i>Matthias Scharer</i> . . . . . | 203 |
|-----------------------------------|-----|

### TCI as Lifestyle

|                                  |     |
|----------------------------------|-----|
| <i>Jens G. Röhling</i> . . . . . | 208 |
|----------------------------------|-----|

### Generative Leadership: The Transformative Leadership Concept of TCI

|                              |     |
|------------------------------|-----|
| <i>Ivo Callens</i> . . . . . | 214 |
|------------------------------|-----|

## Part V: Facets of TCI

### Critical Remarks Concerning the Concept

|                                  |     |
|----------------------------------|-----|
| <i>Andrea Dlugosch</i> . . . . . | 223 |
|----------------------------------|-----|

### Shadows

|                              |     |
|------------------------------|-----|
| <i>Eike Rubner</i> . . . . . | 228 |
|------------------------------|-----|

### Spirituality

|                                 |     |
|---------------------------------|-----|
| <i>Hermann Kügler</i> . . . . . | 233 |
|---------------------------------|-----|

### Feelings

|                                  |     |
|----------------------------------|-----|
| <i>Anja von Kanitz</i> . . . . . | 237 |
|----------------------------------|-----|

### Rivalry and Competition

|                                                               |     |
|---------------------------------------------------------------|-----|
| <i>Sarah G. Hoffmann and Elisabeth Gores-Pieper</i> . . . . . | 242 |
|---------------------------------------------------------------|-----|

### Interculturality and Diversity

|                                     |     |
|-------------------------------------|-----|
| <i>Karl-Ernst Lohmann</i> . . . . . | 247 |
|-------------------------------------|-----|

### Gender

|                                  |     |
|----------------------------------|-----|
| <i>Sabine Brombach</i> . . . . . | 252 |
|----------------------------------|-----|

### The Institutionalization of TCI

|                              |     |
|------------------------------|-----|
| <i>Hertje Herz</i> . . . . . | 257 |
|------------------------------|-----|

### Training in Flux

|                                   |     |
|-----------------------------------|-----|
| <i>Bernhard Lemaire</i> . . . . . | 263 |
|-----------------------------------|-----|

## Part VI: Interactions: TCI and ...

### TCI and Psychotherapy

|                                  |     |
|----------------------------------|-----|
| <i>Christel Wagner</i> . . . . . | 271 |
|----------------------------------|-----|

### TCI and Counseling

|                                  |     |
|----------------------------------|-----|
| <i>Alexander Trost</i> . . . . . | 277 |
|----------------------------------|-----|

### TCI and Supervision

|                                |     |
|--------------------------------|-----|
| <i>Helmut Reiser</i> . . . . . | 283 |
|--------------------------------|-----|

---

|                                                            |     |
|------------------------------------------------------------|-----|
| TCI and Organizational Development                         |     |
| <i>Ulrike B. Meyer</i> . . . . .                           | 288 |
| TCI and Social Work                                        |     |
| <i>Bernhard Lamaire and Walter Lotz</i> . . . . .          | 293 |
| TCI for Managers: Holistic Leadership in a Complex Reality |     |
| <i>Ineke van de Braak</i> . . . . .                        | 297 |
| TCI and School                                             |     |
| <i>Erika Arndt</i> . . . . .                               | 301 |
| TCI and Adult Education                                    |     |
| <i>Claudia Nounla</i> . . . . .                            | 308 |
| TCI and Vocational Training                                |     |
| <i>Franz Schapfel-Kaiser</i> . . . . .                     | 312 |
| References . . . . .                                       | 317 |