

8th annual conference



QUALIFIED MEMBER QUALIFIED MEMBER
EAHAE
HORSE ASSISTED EDUCATION



8th Annual EAHAE Conference
September 7-9, 2012

Back To The Roots - Up To The Future

Gut Klein Nienhagen, Germany

The Vision Of The EAHAE

The vision is to establish and develop
Horse Assisted Education
as a general form of personal and
professional development
in (not only European) enterprises,
organisations and institutions.

Conference Agenda

**Friday
7th September**

1st Conference Day

16:00 - 18:00

Arrival

18:00 - 18:45

Gerhard Krebs

Conference Welcome

- a) EAHAE statistics
- b) The Art of Leadership
- c) "In memoriam": Honoring all the horses who have done this work and passed away

19:00 - 20:00

Horse Session

20:00 - 23:00

Barbecue

**Saturday
8th September**

2nd Conference Day

09:15 - 10:15

David Harris

David will talk about the challenges facing businesses in an environment of constant change, complexity and uncertainty.

10:30 - 10:50

Melba Schertler

Melba will talk about a Texas Instruments team training project.

10:50 - 11:10

Wanda Lee-Jones

Wanda will talk about Animal Assisted Therapy.

11:10 - 11:30

Beate Gröchenig

Beate will share her experiences with a 250 persons HAE demonstration.

11:45 - 12:45

Horse Session

13:00 - 14:30

Lunch Break

14:30 - 16:00

Gesine Bohm

Discussion

HorseDream® The Corporate Approach
What makes the difference?

16:00 - 16:30	Coffee Break
16:45 - 17:30 Gerhard Krebs	Keynote Back to the roots - up to the future. Gerhard will outline the EAHAE strategy 2012 - 2020.
17:45 - 18:45	Horse Session
19:00 - 23:00	Cold Buffet We will have music in the back ground and time to talk, watch videos or listen to stories.

Sunday
9th September

3rd Conference Day

09:15 - 10:15 Agata Wiatrowska- Wiśniewska	How people learn - paradoxes and surprises of people development during Horse Assisted Education programmes.
10:30 - 11:30 Csilla Pal	Thesis: Horse Assisted Education Market After a short introduction about the literature work part Csilla will focus on the statistical analysis of her questionnaires and on her experiment.
11:45 - 12:45	Horse Session
13:00 - 14:30	Lunch Break
14:30 - 15:00 Jana Lindeck	How to promote your business. Google and Facebook Marketing.
15:00 - 15:30	Website Award Good Bye
15:30 - 16:00	Coffee, Tea & Cake

SHORT BIOGRAPHIES



Gerhard J. Krebs, born 1949, holds a university degree M.A. in contemporary German Literature and Political Science.

He is working as an entrepreneur since 1983, started IT-Trainings in 1986 and founded G&K HorseDream GmbH in 1996 and EAHAE in 2004 together with his wife Karin. They both started with horse assisted leadership Seminars and team trainings on the market in 1998 with horses as medium and catalyst.



David Harris is an internationally acclaimed speaker, trainer, facilitator and coach. David is also a life learner in congruent horsemanship. He lives in Windsor, England, with his wife, two children and four horses. He is passionate about people and their amazing potential.

David says “We are all stars, sometimes we need to learn to shine”. He is the founder of Acorns2Oaks (A2O) together with his wife Sharon. The vision of A2O is for its clients to experience “Success on Your Terms”, whatever success is.



Melba-Linda Schertler, Horse-Alliance, is a native Australian who settled in Bavaria, Germany after working in the US, Austria and England. In Germany, Melba has been working for multi-national companies in the field of communication, since 1971. Today, she is the director of International Communication Coaching. Her company Horse-Alliance also works together with other licensed HorseDream partners in Europe.

Melba is NLP Master Practitioner (ITS, London), NLP Coach (ITS, London), Intercultural Trainer (ICI, Portland OR, USA), Equine Guided Educator EGE, CA, USA (2005), Licensed HorseDream Partner (2006), Member of EAHAE Advisory Board, EAHAE Commissioner for South Germany.



Wanda Lee-Jones was born in Switzerland in 1961. Her father was a psychiatrist and her mother was a psychologist/social worker.

Wanda worked with horses since 1980, that included show jumping, dressage, driving, stunt riding. Her hobbies, when she has a bit of time, is flying a plane, learning sign language and traveling.

In 1986 she started her own stud in Wales of pure bred spanish horses and also toured England as a display rider. She is an animal trainer. Wanda came to France in 1995, carried on her stud alongside creating a residential home for youth at risk (teenagers) at home and working with her horses to help them get out of trouble (for eleven years!), stopped in 2010 to be able to open to a larger public, working also with her dogs and lama in old people's residential homes, mainly in alzheimer ward. Since meeting up with the EAHAE she really would like to develop this branch of Horse Assisted Education.



Beate Gröchenig, 25 years professional experience in national and international projects including roject and operations manager "Dialogue in the Dark" - Consens Exhibition GmbH, Hamburg, District Manager, ALDI GmbH & Co. KG, Bargtheide, lecturer of the German Private Finance Academy, Munich, bank clerk, MM Warburg & Co., private bankers since 1798, Hamburg.

Since 2010 further coaching, leadership and management skills at SUPaktiv, Lüneburg, standards for EASC.

2002 and 2009, management seminar with horses and coach certification, G & K HorseDream GmbH; since 1994, instructor, teacher, coach, and various training courses in communications, horses and leadership training, educational games, 1993 Price Outstanding Thesis for OTTO Versand Hamburg, 1989 honors degree in business administration at FH Kiel



Gesine Bohm, kreaktiv training, who holds a University degree in Social Sciences, is a training & development professional and has been with horses for over 20 years. She is passionate about communication and learning – related to humans as well as to horses. Having worked as a trainer, consultant and project manager in international and national companies, she founded her own company in 2007. Besides managing her own company, Gesine is a university lecturer at the University of Göttingen for leadership, teambuilding, corporate culture and values in business. She certified as a HorseDream Partner in 2009.



Agata Wiatrowska-Wiśniewska – owner and managing director in company offering Horse Assisted Education development programs HorseSense (former Spirit of Leadership), Licensed HorseDream Partner since 2006, ambassador member of European Association for Horse Assisted Education (EAHAE).

For 10 years, she has been working as Manager in an international consulting company PricewaterhouseCoopers in Germany and then in Poland. Her experience gained by managing teams both in her home country and abroad resulted in her great understanding of leading processes and “inner world” of the organizations.

She is pioneer of Horse Assisted Education in Poland. Her company Horses has offered seminars with horses as trainers for corporate clients since 2006.



Csilla Pal was born in Hungary and lives over 15 years in Germany by now. She studied economics and business administration in Hungary, Germany and Spain and has working experience in the financial sector (asset management at Commerzbank in Frankfurt and at the former Hypovereinsbank in Munich and later financing at VR Bank Würzburg) for 6 years.

Currently she is finishing her studies in horse sciences at Georg-August-University of Göttingen and writing her master thesis about Horse Assisted Education.



Jana Lindeck was born 1976 in Germany near Frankfurt am Main and holds a university degree in Media Business Administration with a specialization in Marketing.

For over ten years she has been working with international social media agencies and diverse companies in terms of marketing, sales and communication – thereby being in charge of new Media-, Marketing- and Sales-Channels identification, strategy and business development as well as implementation and execution of defined measures.

EAHAE Website

Award 2012

The EAHAE Website Award is an excellent mirror of how our business developed in the last few years.

Our approach is cooperating and learning from each other. According to our opinion a lot of EAHAE member websites have become really professional.

Since 2009 we ask the nominated website owners themselves for their votes. This time we would like to quote Aleksandra Pawłowska from Poland:

“That was a great experience for me to take a look on all these websites and see different visions (well, the vision is one and unique but presented in different ways, esthetiques, and even cultures). A real occasion to enlarge the perspective!”

The voting criteria, with points from 1 to 10, are:

- Intuitive appearance: How does the website affect you, in terms of our EAHAE vision?
- EAHAE reference: How obvious is it for a website visitor that this seminar provider is connected to the EAHAE?

We are looking forward to get information about your new launched website for our website award next year. And by the way: the prizes go to the first three placed. We'll generate views and clicks to the EAHAE profile page using ads on YouTube, Google, LinkedIn and Facebook (first place 500 €, second 200 €, and third 100 €).



First place:
Beate Gröchenig (Germany)



Second place:
Barbara Jutz (Austria)



Third place:
Florian Koch (Germany)

STRATEGIC INPUT

This article has been published in the German magazine
“Wirtschaft & Beruf”

Back to the Roots – Up to the Future: A Vision Becomes Reality

Today, more than 200 trainers – 100 of them licensed HorseDream Partners - from Europe, the Near East, North & South America and Australia are working with the business concept of horse-assisted training and advanced development programs developed from 1996 onwards, by HorseDream.

An idea has become a world-wide trend within fifteen years! The European Association for Horse Assisted Education (EAHAE) is the driving force behind this development.

By Gerhard J. Krebs
Translated by Melba-Linda Schertler (Horse Alliance)

Am I a good manager or leader when I am able to lead a horse around four posts in the riding hall? What do managers have to do with horses anyway? The history of humans and horses, which is thousands of years old, has left some informative traces behind in connection with language: One keeps his/her members of staff on a tight rein, slackens the reins now and then, gets the team up to speed, holds the stirrups for another, helps someone into the saddle, kicks over the traces, knows it's going to be red tape all the way, puts the cart before the horse, etc.

“To be led” means to follow voluntarily. In its most pronounced form it should ensure the independence and willingness to take risks in moving forward in the direction the leader desires. And the horse? Who does the horse follow? The horse follows a person precisely then, when they demonstrate self confidence, trustworthiness, clarity, credibility and are goal oriented.

Can I deceive a horse? Horses are honest people say. They don't have any ulterior motives, no *hidden agenda*. They act according to their nature. If I try to trick the horse, I don't deceive it, I deceive myself.

Horses and Leadership

How do I lead a horse in a management seminar? “Take the lead rope rolled up in one hand and let it loosely run through your other hand, is perhaps the best way. Don't wrap it around your fingers!” They are the only instructions you get. “Why is the rope so long, wouldn't it also work with a shorter one?” The question comes almost every time.

We work with symbols and metaphors. Everything has a meaning. But the participant has to work out the meaning him/herself. So what does the long lead rope represent? Perhaps the management structure in the company? Perhaps the long leash I normally lead my staff on? Or information presented like a tangled ball of thread? And what does the horse represent in this exercise? My co-workers/staff? My project? My customers? Me?

The horses are used to each of the leading exercises. They have known them for years. Bosse and Benny, our oldest horses, who are over 20, have been with us from the beginning. But even Goody, aged 10, has already spent half his life in seminars.

The horses adjust to each new participant within seconds. The same exercise but another person and with a different personality, a different character and different background experience is for the horse, a different situation.

“The horse is your own mirror.” We often hear this at the end of our trainings. For us the horse is more than that. It is the real trainer. In hundreds of seminar situations we have experienced the horse

not only reacting to the person, or to the whole situation, but also acting independently. And in fact it wasn't done accidentally or intuitively, but quite consciously. So the horse becomes not only the initiator or medium of the learning process, but it even controls it.

In the company in-house seminars there is an exercise at the beginning and at the end, where the horses run free in the riding hall.

In the beginning it's about experiencing and recognising – a known phenomenon of every participant: “You can only see what you can see” (Fred Kofman, in *Conscious Business*). We see, hear and think in our own patterns. One horse is big and proud, so it has to be the boss in this group of four. Another one is agile and wiry, makes contact with everyone and interferes everywhere, that one must be the boss. The third one is calm and reserved, keeps track of everything and doesn't allow anything to disturb it, so it must be the boss. And the fourth one? “You can only see what you can see.”

Horses & Organisational Development

At the end of the seminar the horses run free in the hall again. This time however, they move in the middle of a set-up representing a situation in an organisation. The set-up is the result of a previous team discussion held in the seminar room. This concerns for example, goals and obstacles which are then represented by such symbols as plastic pieces, skittles/cones, a tarpaulin or balls, in the arena. This is a four-phase learning process: First the rational phase in the seminar room during the discussion, then setting up the symbols representing the real situation, in a playful way, after that the emotional phase where participants watch what the horses do in the arena and finally the integrated phase where participants debrief and evaluate the session.

It may happen that the horses only stay in one half of the riding hall. It could be that they only concentrate on one theme. Sometimes two horses pair up and take care of something in particular. It is also possible that everything that was set-up falls over - or, it is all still standing when the horses are finished.

Back to leading. As one of our participants put it, “To date I have read a lot about leadership, but today I felt what leadership is.” You can't learn leading – leading is learning. Horse-assisted management seminars are concerned with respect, trust and authenticity. The horse directly mirrors a person's outward manner of leading and their internal attitude. It helps us to recognise our strengths and weaknesses and sometimes it only takes a small self-correction for us to become more like our “real selves”.

Years of Pioneering Work

For us, this all began in August 1989 during a riding holiday in Tyrol. This was followed by six years of intensive work with horses. In 1996, alongside of the EDP courses we were holding at our small business, a totally new seminar idea developed. The idea became a plan, a new company and in the following year, a seminar program. At the beginning of 1998, after a one-year internal pilot project, we ran our first open management training seminar with horses. It was titled “Motivation – Reaching a Goal Together”.

In August 2004 we founded the European Association for Horse Assisted Education (EAHAE) as a platform for horse-assisted seminar providers. In 2005 the first of now seven annual conferences, took place. After the conference in Warsaw in 2008, a qualification process was started. Since then we differentiate between “qualified members” and “friends”. A qualified membership requires each member to take part in a Train-the-Trainer seminar. This seminar is offered today in Germany, Austria, Switzerland, England, France, the Netherlands, Belgium, Poland and in USA. Of the current 210 EAHAE members, 170 have completed this seminar.

Qualified EAHAE members are permitted to hold the EAHAE one-day seminar “The Art of Leadership”. The underlying principle of this seminar is the HorseDream concept. It is based on a finely tuned balance between practical, experiential learning and theory transfer. Within a very short time, horses are able to get people to focus on what is essential for them. The topic here is reduction. It is said that many areas of our society and many companies are “over managed, but under led”. To lead companies and people, we probably don't need less management, but certainly need more leadership and more vision.

In a horse, reality and vision are uniquely connected. Learning with a horse requires one hundred percent concentration, presence and awareness. A horse is absolutely a real being. On the other hand, there has been a mythological connection with the horse for thousands of years – the horse itself is a legend, a dream, a vision. The HorseDream concept unites reality and vision.

In past centuries all leaders were trained with the help of horses. Working with horses fosters courage, strength, creativity and willingness to take risks, but at the same time also fosters a sense of responsibility, reliability, patience and determination.

The individual horse embodies pride, strength, beauty, freedom, courage and energy just the same as it does sensitivity, caution, and the ever present readiness to flee. It is willing to serve humans and it does this both from the position of being dominated and through entirely voluntary participation. Apart from that, the horse herd conveys the feeling of protection and security, inclusiveness and cooperation as well as self confidence and contentedness.

Team Development

Where people work together there are always issues that cost time and energy. These can be caused by external or internal factors. When teams are newly formed it takes some time to get rid of reservations and build trust.

In the horse-assisted training's learning environment, teams grow together in an extremely short period of time. In the two 4-hour sessions, they pass through so to speak, the four phases of the team development process (according to Tuckman): Forming, Storming, Norming and Performing – or, according to Christoph V. Haug: Test phase, Infighting phase, Organisational phase and Working phase.

In the *Test Phase* team members are polite, impersonal, curious and cautious. During the *Infighting Phase* there are underlying conflicts, personal confrontations, clique building and progress is a struggle. The *Organisational Phase* sees the team developing new ways of personal conduct and behaviour, enabling constructive feedback and confronting the differing points of view instead of making it personal. The *Working Phase* shows the team is finally full of ideas, flexible, demonstrates solidarity, is efficient and participants are ready to help. All four phases are portrayed through practical exercises with the horses. That can be likened to a vaccination where the symptoms of the team development process are experienced in a weaker form. According to our experience, the horses act as emotional bridges between the people and in our intercultural trainings, even as bridges between cultures and religions.

Project Work

In the first instance, projects are based on objective planning and calculations. However, the project work is then influenced by emotions triggered by envy, resentment, a know-it-all attitude and cantankerousness, or just simply carelessness.

Through a horse-assisted project workshop an atmosphere of cooperation, creativity, flexibility, self-assuredness and goal-orientation, can be created in two days. During the work with the horses new ideas, mutual understanding and goodwill arises.

Communication

Sometimes communication fails just because of misunderstandings, or because the connection doesn't take place in a reasonable way, or perhaps because information has been exchanged before people have found the right approach to each other.

In this respect it makes sense to integrate horse-assisted trainings as the emotional *door opener* in every medium- or long-term program for further education, personal development and communication. All our experience with these combinations has shown that despite how sceptical some were at the beginning, the seminar leaders, coaches and participants, were all enthusiastic – and the enthusiasm was then carried over into the following “normal” course of the event.

Change Management

Change processes, however good and well planned they are, always run the risk of emotionally losing the people involved. The horse-assisted Change Management concept addresses precisely the emotional component of the change process. The participants work through the four phases that are the underlying principles of the Appreciative Inquiry approach, by David L. Cooperrider, namely: Discovery, Dream, Design and Destiny. The team tackles the issues regarding the present and the future they have planned.

EAHAE's Vision

The EAHAE's vision is to establish horse-assisted training and further education as a general form of personal and professional development, in corporations, organisations and institutions. There are three challenges that have to be met.

Optimal Group Size

The first challenge is an implementation problem. The optimal group size for management seminars is 6 to 8 people. If we take a company with 1000 employees and 100 Managers, we would need 13 one-day seminars for all of the managers to enjoy a horse-assisted training just once. Team trainings can easily be held with up to 20 participants. Assuming that just half of the workforce is to attend the training, we would need 25 seminar days.

To ensure that the horses retain their sensitivity, we normally plan one seminar per week. There should be at least four days between seminars. The management seminars would therefore be able to take place within a period of two months and the team trainings would take four months.

So taking the above into account, one seminar provider would be busy for six months. So if we calculate this for major population centres such as Berlin, Hamburg, Frankfurt and Munich, or the Ruhr area, one gets an idea of the number of qualified seminar providers that would be necessary.

Seminar Price

The second challenge is the price of seminars. If we look at horse-assisted management seminars in the context of operational training and further education, and not as an event, the EAHAE's seminar providers net price ranges between €400 and €1,100 per person and day – depending on the number of participants and the additional services, e.g. a specially cut seminar video. An event with horses for 30 or more participants does make sense, but doesn't have much to do with the seminars described above.

In the example mentioned in the first challenge, the price per management seminar would be approx € 7,250 and for the team training approx. €8000. A company's total investment would then be at least €290,000.

Taking the regular costs of the horses, riding hall, seminar room as well as the cost of equipment, material and assistants as a basis, it's clear that the prices mentioned above are realistic. Seminar providers who offer considerably lower prices, are either making their main income in another area, or leave the horse-assisted training field after holding only a few seminars.

From the cost perspective, the company has to take into account that horse-assisted seminar measures can't be compared with any conventional training. Current scientific research has shown that the sustainability of the seminar work and the time factor are of vital importance. This type of seminar assures long lasting learning success in an extremely short period of time.

Marketing

The third challenge is Marketing. According to our experience, it isn't possible to explain to someone in an understandable way, how horse-assisted training works, what it sets free in people, what mental blocks it releases and how it helps individuals and teams to progress. Even seminar videos that show content and atmosphere, don't really help. And participant's stories only give a partial picture of what happened on an inter- and intra-personal level, in the team, for example.

How can the vision of horse-assisted training and further education become a matter of course in human resources development under these conditions? How do you simultaneously prevent an attitude where this concept is misused or misunderstood as a joke or just hype?

Win-Win-Win-Win

We recommend those who are seminar providers of the EAHAE organized one-day seminar “The Art of Leading” to offer this seminar once a month as an open seminar. This is the best chance for participants to experience the seminar concept. We have found that the so-called *Taster* courses are not suitable due to the short time period, or the fact that transfer models and video reflection are omitted. This means that the participants never go through the whole learning process and therefore don't experience most of the possible insights.

We recommend companies take out an EAHAE company membership. This allows them, among other things, to send individual members of staff to open seminars under special conditions.

This system presents itself as profitable for all concerned:

- The participant experiences the complete learning process of the one-day seminar.
- The company saves up to 75% of the seminar fee, per individual employee.
- The seminar provider fills places with participants who are potential customers for a company in-house management seminar or team training, at a later date.
- The EAHAE receives additional financial resources to support its members, communication and the increasing acceptance of the platform.

This concept is just in the introductory phase and should be implemented internationally after the 8th EAHAE annual conference that is taking place September 7 – 9. 2012.

The motto of the conference “Back to the Roots – Up to the Future” stands for our reflecting on the moral and ethical concept of our horse-assisted educational work. We worded it thus: “For the EAHAE community it is essential we hold and adhere to certain values. Above all is trust. Further we encourage caring, collaborative business and not competitive business. It is at the core of the EAHAE values that we collaborate on an equal level. Regarding our horses, we consider them as trainers not as tools.”

The motto also stands for spreading this approach according to a concrete plan that takes into account the interests of everyone concerned. It should achieve measurable success by 2020.

All support in line with the above-mentioned concept, is very welcome!