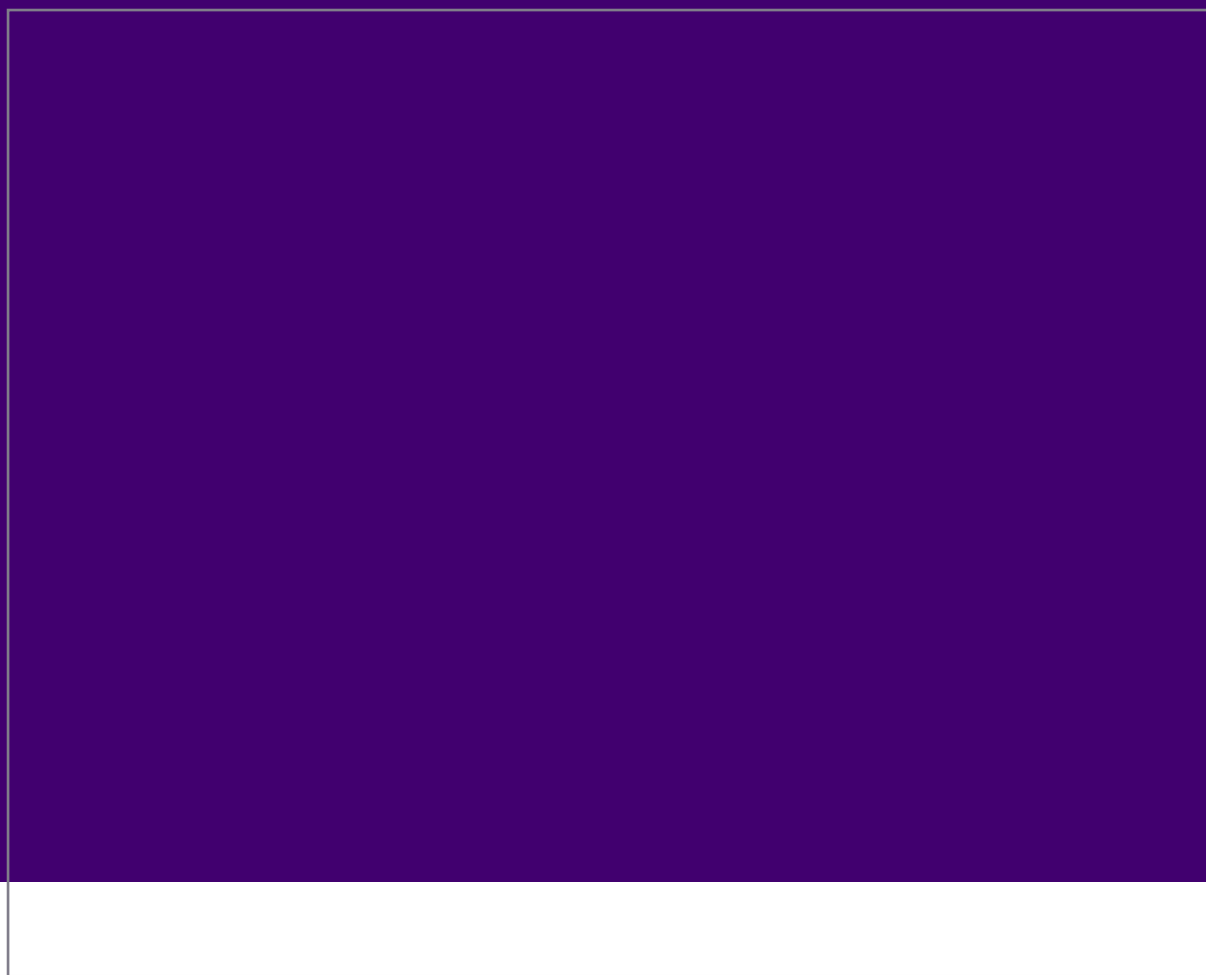


manifesto



We go deep to
discover insights

and have the courage
to act on them.

DON'T

LIKE

SOMETHING?

change it



1.

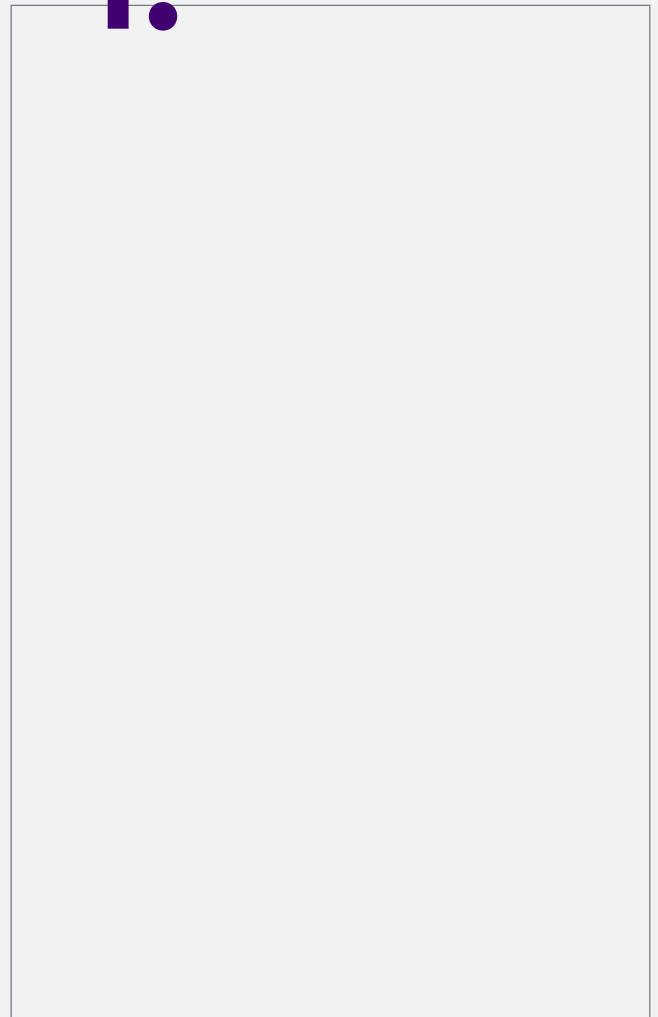
Psychological mindedness (self-examination, self-reflection, introspection and insight) within organizations, and organizations as organisms, is the first step forward to genuine psychological health. Business is not about making as much money as possible,¹ a preference for buying rather than developing talent, or ending up managing for economic decline.

It is about creating value for stakeholders not shareholders: creating financial, intellectual, social, cultural, emotional, spiritual, physical and ecological wealth for all our stakeholders.

Organizations do not make people, people make organizations. Neither do job titles make people, people make job titles and *they bequeath them with power*. The higher you go, the more fear there is.

Work is nature versus nurture, and nurture versus nature is work: psychological well-being; our search for balance between inner (subjective) and outer (social world) reality creating a sense of authenticity and constancy in each of us.

Purpose comes when we appreciate we have done something that we believe matters: to others, to society, and to ourselves.²



1. Freeman, E., Harrison, J. S. & Wicks, A.C. (2007). *Managing for Stakeholders: Survival, Reputation, and Success*. New Haven: Yale University Press.
2. Hurst, A. (2014). *The Purpose Economy*. Boise: Elevate.

We are not brainboxes or brilliant fact collectors who fit neatly and comfortably within political correctness, tick-the-right-boxers, or plug-and-players. Neither are we *vanies* who come and lecture, *brainies* who spout academic theory, or *Bainies* who throw warm bodies at delivering quick bottom-line results.³ Obsession with the wizardry of data and technique often blinds not illuminates and becomes a form of addiction that turns professionals into data-junkies and their information into data junk yards.⁴

We treasure individuals and interactions over process and tools: *not doing more of the same thing innovatively over and over again.*



2.

3. "To the brainy, the spoils." *The Economist*, 11 May 2013.

4. Friedman, E. H. (2007). *A Failure of Nerve: Leadership in the Age of the Quick Fix*. New York: Church Publishing.

3.

We are shepherds for **Metanoia** and **Generativity** who are resolute in disbanding *failure of nerve, generative inheritance of learned helplessness*, and excessive specialization in the creed: “*Trust your Neighbors but Brand your Stock*”. We are human beings and we act like it.⁵ We live authentically and without fear of authenticity often “*at the limits of language.*”⁶

Authenticity is being true to our personality, spirit and character, and helping show you ways to be true to yours. Authentic behavior is the willingness to be who we are, telling the truth in caring ways, and supporting the integrity of our client’s concerns. Creating value for clients first depends on seeing value in ourselves: *Brilliance lies within each of us.*⁷



We are Synthesizers more than we are Analyzers adept at analogy and metaphor who uncover broad patterns rather than deliver specific answers; see relationships and know how to integrate seemingly unrelated fields and apparently unconnected elements;⁸ invent something new by combining relationships, fields, and elements nobody else thought to pair.

*We have the courage to ask questions that really matter, whether or not they can be quantified in traditional ways.*⁹

5. *What Matters to Us*. Abby Kerr & The Voice Bureau. “17 Inspiring Manifestos.” February 6 2013.
6. Golomb, J. (1995). *In Search of Authenticity: From Kierkegaard to Camus*. London & New York: Routledge.
7. *The Manifesto*. expertenough.com.
8. Martin, R. (2009). *The Opposable Mind: How Successful Leaders Win Through Integrative Thinking*. Boston: Harvard Business School Press.
9. Bennis, W. & O’Toole, J. “How Business Schools Lost their Way.” *Harvard Business Review*, May 2005.

We are *hell-bent* on challenging the status quo, not just shattering stereotypes and dichotomous thinking, but reinventing them entirely.

Our passion is Passion: humble and curious; full of imagination, agility and adaptability; creators and empathizers; pattern recognizers, meaning makers and cross-pollinators transforming “High Concept” and “High Touch”¹⁰ into new realities: shifts in consciousness; relevance as relational power; value tensions and emotional expression; learning to unlearn; collaborating across networks and thought communities; and leading by influencing mental models, mindscapes, the big pictures, and narratives in our environments and ecosystems in Our Global Village.

We listen to each other’s stories and treasure that we are in the human journey and the authors of our own lives. This spirit of unconditional positive regard, congruence, and empathic understanding extends to our client’s world of meanings and feelings as they are willing to share their world with us.¹¹ Storytellers broaden not only our minds, they engage us, they provoke us, they inspire us, and they ultimately connect us to one another¹² in Our Global Village.



4.

10. Pink, D. H. (2006). *A Whole New Mind: Why Right-Brainers Will Rule the Future*. New York: Riverhead Books.
11. Rogers, C. R. (1965). *Client-Centered Therapy*. Boston: Houghton Mufflin Company.
12. Redford, R. President & Founder, Sundance Institute.

5.

Our narratives are the stories that infuse our life with meaning:¹³ *perceive realities of oppression* – not as closed worlds (Airplane Plague: “recycled air”¹⁴) from which there is no exit; but *limiting situations* which we can transform¹⁵ – discovering correct solutions to Duncker candle problems:¹⁶ where we unplug from our desks to search for “fresh air” creative solutions as measures of creative insight, and the ability to see objects as performing different from what is typical.

Dominant narratives about business (*they see what they want to believe*) must be rewritten: Discerning the future requires transforming business narratives from *merely interesting to truly world-changing*.¹⁷



We value the wisdom (ability to respond to what our eyes cannot see) and deep healing of the shaman within: *Ability to See and Lead in the Dark*. We challenge established thinking, and partner with our clients on transitions, transformations, and breakthroughs on narratives; on higher states of consciousness; and on productivity that enables us to perceive the interdependencies that exist among our stakeholders; and this collaboration, in turn, allows us to discover and harvest synergies from environments and ecosystems that would otherwise seem burdened only with trade-offs.¹⁸

13. Monk, G., Winslade, J., Crocket, K. & Epston, D. (Eds.). (1997). *Narrative Therapy in Practice: The Archaeology of Hope*. San Francisco: Jossey-Bass.
14. Gonzalez, R. “Airplane Plague”, *Daily Explainer*. November 26, 2013.
15. Freire, P. (1993). *Pedagogy of the Oppressed*. New York: Continuum.
16. Duncker, K. (1945). “On Problem Solving”, *Psychological Monographs* (58). American Psychological Association.
17. Goetz, T. “How to Spot the Future”, *Wired*. April 24, 2012.
18. Mackey, J. & Sisodia, R. (2014). *Conscious Capitalism: Liberating the Heroic Spirit of Business*. Boston: Harvard Business Review.

We are careful to promise only what we can deliver. There will always be a thousand “No’s” for every “Yes” from us so that we can focus on clients and engagements that are truly meaningful to us.¹⁹ We settle for nothing less than excellence in our company; creating value for our stakeholders; supporting client’s transitions, their transformations, and their breakthroughs for creating value and authentic leadership. Our talents, our skillsets, our brilliance from within are both an art (streetcraft) and science (tradecraft).



We uphold the *obligation to dissent*: Free Speech²⁰ is a bedrock principle in which open and unfettered interchange of ideas and discussions on issues must be uninhibited, robust and wide-open in order to promote *Authenticity and Prudence* in thinking and decisions.

Expertise does not come from a piece of paper;²¹ neither does *Currency*, as well as coins, or gemstones, or precious metals: they are relative; they are contextual; and they come in many shapes, sizes, and forms.

We always strive for vested relationships over contract negotiations.

6.

19. *Apple’s Manifesto for Innovation and Success*. December 2012. behindthehustle.com.

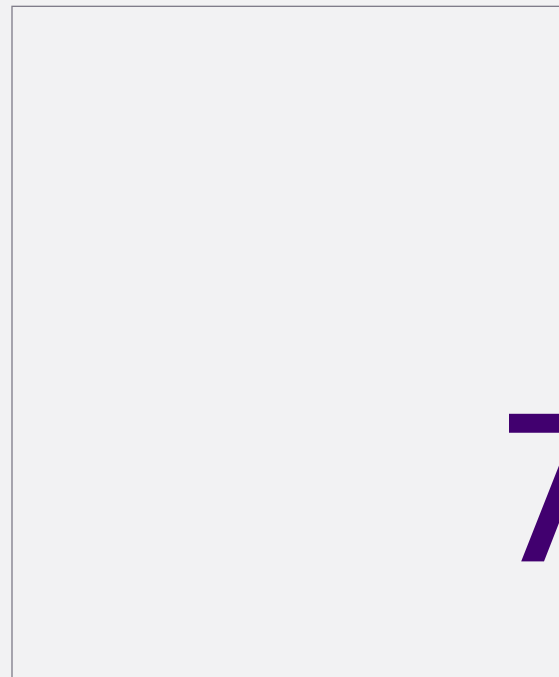
20. National Archives and Records Administration. archives.gov.

21. *The Manifesto*. expertenough.com.

We possess an adrenalized vigor that distinguishes us from other brands: developing constructive approaches to work with conflict, cultural differences, and change – as a key obligation of participation and leadership now for us – and will be even more so going forward in time and space in Our Global Village.

Multiple worldviews, multiple mental models, multiple mindscapes, and multiple cultural differences exist amongst all of us as do creative ways to bridge them: *The brilliance lies within all of us.*

Cultural fluency within us grows from open minds and open hearts that are nurtured through authentic generative wisdom and learning, and psychological mindedness, challenging each of us to always remain ready to improvise to the surprises that are an inevitable part of cultural conflict in Our Global Village.



We are *hell-bent* on giving up assumptions, expectations, and our comfort zones that hold us back from authentic change. It is not a temporary *high* but *lasting change*. We do not have to wait for permission, and neither do we need anyone else to grant us status to do so.

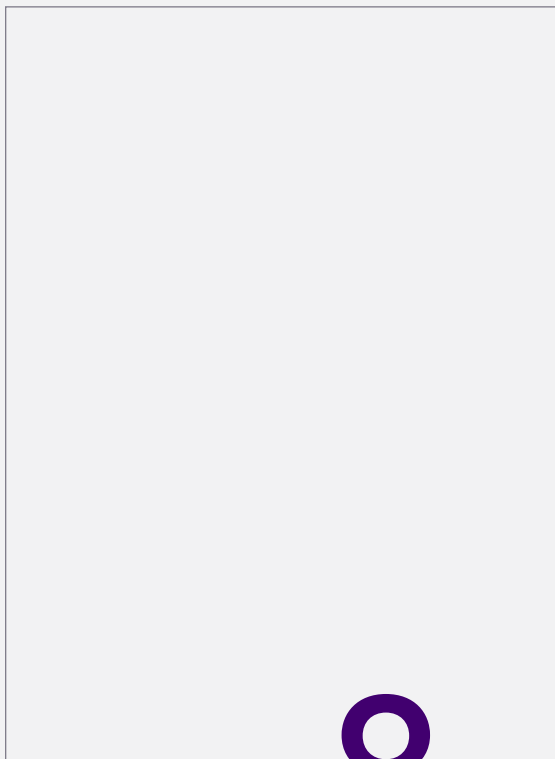
We solve complex problems through a unified creative and collaborative approach that addresses our business, and those we work with, as *living, breathing organisms and complex adaptive mind-body systems within environments and ecosystems.*

Our work with client's on authentic change looks, feels, breathes, and sounds different every single time.



We appreciate that organizations and people resist change, and that ‘no’ is the single easiest way for them to do that. *Normalizing the abnormal is not authentic change; nor is not acting*, which is a form of action and change in and of itself.

We channel our healthy desire to be helpful with our clients by inspiring them to step outside of their comfort zones to respond to what their eyes cannot see: *the awareness and insights on the costs to themselves of not changing or not navigating successfully the currents of change.*



We have learned from deep experiences working with organizations and clients that initially stated problems are most often not the real problem and signifiers of other deeper unconscious complicated problems (*blind spots*) that the initial problem often is repressing, or organizations and leadership are investing a great deal of time, energy, and currency in dissonance or dissonant relationships.

Our Management of Change tactics, techniques and processes (TTPs) integrate manifest problems with the authentic issues that are concealed by manifest problems. Greater authentic autonomy in our work with our clients, as opposed to ongoing situations of dependency on us, is *authenticity*.

We help our clients discover and appreciate that this is another pearl in the strand found in *Authentic Leadership and Organizations*, performance improvement, and their continuum of brilliance that resides within them.

We are impassioned with action learning, and the persistent discovery of forms and modes of learning, aligned with insight-oriented processes and contemplative methodologies and techniques – which facilitate unceasing cultivation of agility and adaptability to deal creatively with realities – and perpetually generate insights on how to participate in the transformations of Our Global Village.

“One does not become enlightened by imagining figures of light,” as Carl Jung reasons, “but by making the darkness conscious”.

We welcome conflict as intriguing opportunities for learning and change;²² and through lessons learned, one of the greatest dangers we face is our tendency to retreat from conflict to accommodate and adapt to it.²³ Our learning and innovation cultures teach us about creating, not consuming it.



9.

For us, learning and innovation is realizing how to cross all types and forms of boundaries, exploring problems and their solutions from multiple perspectives, valuing thinking that “F’s” are the new “A’s”²⁴ – without failures there can be no *transcendent thinking* or *innovation*.

Our hunger for learning is not a banking concept through its lens of dichotomizing everything; expecting us not to know, but memorize or absorb contents deposited by “*experts*” or “*teachers*”; or treat us as “*objects*” of assistance.

Our hunger for learning is *problem-posing* that strives for *our emergence of critical thinking, our emergence of consciousness, and our emergence of critical intervention in reality.*²⁵

22. LeBaron, M. (2003). *Bridging Cultural Conflicts: A New Approach For A Changing World*. San Francisco: Jossey-Bass.

23. Cloke, K. (2001). *Mediating Dangerously: The Frontiers of Conflict Resolution*. San Francisco: Jossey-Bass.

24. Wagner, T. *Creating Innovators: The Making of Young People Who Will Change the World*. creatinginnovators.com.

25. Freire, P. (1993). *Pedagogy of the Oppressed*. New York: Continuum.

Shaping our *insights without borders* into good strategies requires *deep interpersonal engagement, authentic perpetual learning, and authentic unfettered debate* from us and all our stakeholders in Our Global Village.

10.

TRUTH TELLERS

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