

TRUTH TELLERS MIND SHIFTERS

Insights Without Borders

The background image is a photograph of a cave interior, heavily tinted with a dark purple color. The cave walls are rugged and textured, with some areas appearing wet or mineral-rich. The floor is covered in loose rocks and debris. In the distance, a small, bright opening is visible, suggesting an exit or a light source. The overall atmosphere is mysterious and dark.

Are you in the cave?

HOW DO

YOU KNOW?



DEALING WITH
HERE BE DRAGONS
IN DANGEROUS
OR UNEXPLORED
TERRITORIES, OR IN
UNCHARTERED AREAS
OF YOUR ROADMAPS?

The emperor has no clothes—but neither the climate or culture, you or your stakeholders have the courage to say so?

Tired of having to lead, or manage, or work in organizations whose center of gravity is *Trust your Neighbors but Brand your Stock?*

Dominant narratives about business, such as *they see what they want to believe*, must be rewritten: *If you do not like something change it.*

A person's hands are shown holding a wooden bowl filled with cherry tomatoes. The person is wearing a light-colored, textured sweater. The background is a soft-focus outdoor setting. The entire image is overlaid with a semi-transparent purple filter. A white rectangular box is centered over the bowl, containing the text.

**Mindshare matters
more often than
market share.**

who they are

IWB IS A GLOBAL MANAGEMENT CONSULTANCY FIRM WITH A BOUTIQUE APPROACH WHO
ENABLE AGILITY, ADAPTABILITY, AND FLOURISHING IN THIS, OUR GLOBAL VILLAGE.

Insights Without Borders (IWB) transforms business narratives from *merely interesting to truly world-changing*. Creating value for clients, their organizations and stakeholders, first depends on helping them see the value in themselves:

**BRILLIANCE LIES WITHIN ALL
THEIR STAKEHOLDERS.**

*They're building a brand that
won't come off in the wash.*

They're not another *innovative* weaver in the herd mentality within the crowded consulting space *innovatively* deluding clients, their organizations and stakeholders into basically doing *innovatively* the same thing over and over again (*normalizing the abnormal, it's still abnormal*) assuring them different *innovative* results or end states.

They're not brainboxes or brilliant fact collectors who fit neatly and comfortably within political correctness, tick-the-right-boxers, or plug-and-players. Neither are they *vanies* who come to lecture, *brainies* who spout academic theory, or *Bainies* who throw bodies at delivering quick bottom-line results.

They're pissed off hippie's hell bent on challenging the status quo, not just shattering stereotypes and dichotomous thinking – but reinventing them entirely. *They don't do learned helplessness well, and neither should you.*

They're *truth tellers* and *mind shifters*. They challenge *mokita* (the truths we all know about but agree not to talk about; perception of the “elephant in the room;” “polite fiction”) – *uncover creative and innovative ways to expose and put an end to the truths we all know but agree not to talk about.*

*Their efforts lead to authentic change
that looks, feels, breathes, and
sounds different every single time.*

With deep practical experience in process consulting as a helping relationship – they enable their worldwide partners to discover and apply the very best of themselves.

**THEY COLLABORATE WITH CLIENTS
TO DISCOVER *INSIGHTS WITHOUT
BORDERS* AND DEVELOP THE
*COURAGE TO ACT ON THEM.***

get out of the cave

TRUTH TELLERS AND MIND SHIFTERS WHO COLLABORATE WITH CLIENTS TO DISCOVER INSIGHTS WITHOUT BORDERS AND DEVELOP THE COURAGE TO ACT ON THEM.

Success and failure are linked to human behavior in business. *What people do, how they do it, and especially why they do it.* Leaders are inclined to focus on consequences of successful and failed organizational actions – usually without seeing the *mosaic of underlying human-centric motivational influences that lead to these outcomes.*

These *blind spots* spoil or even thwart leaders' abilities to predict or influence the results of their strategic and operational plans and actions.

This constrains deeper perception and insights on how to inspire authentically and impassion stakeholders and groups.

Climb high and fear builds.

The self-perpetuating old boys' network, strategy consulting with branded MBA's, organizational development and HR, montage of certified and boot camp change agent and change management practitioners – prefer not to tread in the dimensional spectra of *conscious-and-unconscious emotional and psychology of human change* as it is practically applied in environments and ecosystems of organizational life.

They fear this messy but real-world, real-life complexities, and relationships therein.

These *blind spots* result in too many half-seen organizational and stakeholder flickering images of the reality of the forms, and not necessarily of what is actually real (*mokita*).

Unfortunately, these flickering images on the cave wall pose unforeseen difficulties. They're presumed to be real. *The world stakeholders see, the mindshare they absorb*, are merely reflections of shadowy representations from key influencers and decision-makers, the climate and culture – of what is actually real (*and notably, usually not even that accurately*).

These *blind spots* break trust, brand C-Suites and senior leadership, including stakeholders with enduring (*learned helplessness*) economic decline during their watch, or *bestowing it* on those to follow.

STRATEGY WITHOUT TACTICS, AS SUN TZU CONTENDS IN THE ART OF WAR, IS THE LONGEST WAY TO VICTORY. TACTICS WITHOUT STRATEGY IS THE NOISE BEFORE DEFEAT.

IWB helps guide clients, their organizations and stakeholders – to discover their willingness and ways to intervene and work-through *engrained assumptions* (such as shared perceptions and attitudes about the organization; efforts to measure and improve stakeholder engagement);

comfort zones (such as shared beliefs and assumption's about the organization's expectations and values), and *expectations on competency and performance* that are holding them back from bringing about *authentic change*.

**ONE DOES NOT BECOME
ENLIGHTENED BY IMAGINING
FIGURES OF LIGHT, AS CARL JUNG
CONTENDS, BUT BY MAKING THE
DARKNESS CONSCIOUS.**

IWB helps clients, their organizations and stakeholders, to welcome conflict, as Michelle LeBaron contends in *Bridging Cultural Conflicts* – as intriguing opportunities for learning.

And it is through their lessons learned, they realize one of the greatest dangers they can face, as Kenneth Cloke contends in *Mediating Dangerously* – a tendency to retreat from conflict and disruption in order to accommodate or adapt to it.

As a trusted advisor, IWB helps clients, their organizations and stakeholders – *to develop their insights* for realizing learning and innovation comes when they can cross all types and forms of boundaries; *explore problems and their solutions* from multiple perspectives; value as the saying goes, thinking that “F’s” are the new “A’s” – *without failures there can be no transcendent thinking or innovation*.

IWB's passion is to partner with clients to create sustainable climates and cultures, environments and ecosystems in organizations that put people first, and grow authentic human-centric places to work.

This doesn't land – nor should this continue to be viewed skeptically as wishful thinking, temporary highs or changes. Why does it?

Because typically this wishful thinking, temporary highs, or changes are driven principally through a *campaign*; a *program or regiment of standardized and certified practitioners*, or *thick well-paid-for analysis and branded action reports*; or *highly efficient and effective assemblers of knowledge and information*; or even through the *wizardry* of Gantt Charts, Excel and PowerPoint decks; or the *latest-and-greatest* project management platforms.

Clients are coming to IWB because they are *truth tellers and mind shifters* who help guide their clients on how to align around a common strategy of *authentic change* that lands as:

- Lasting change within climate and culture: *mindshare matters more often than market share*
- Client-centered interventions that are designed and managed for *continual organizational learning*
- Fostering *sustainable mindshare and learning communities* throughout organization's environments and ecosystems

Initially stated or identified problems most often are not the real problems in process improvement, organizational development, or change management.

**THEY ARE SIGNIFIERS OF OTHER
DEEPER UNCONSCIOUS WICKED
PROBLEMS (BLIND SPOTS) THAT
THE INITIAL PROBLEMS ARE
OFTEN REPRESSING FOR A
MOSAIC OF REASONS.**

Nevertheless, it is these initially stated or identified problems assumed to be the real problems that all too often are typically targeted by *innovative weavers*, *influence peddlers*, and *strategy consultancies* with their branded MBAs in the *herd mentality* within the crowded consulting space.

Clients are coming to IWB because of these experiences with the herd mentality.

IWB is helping them to discover their way out of their caves:

- *Reinvest* typically their great deal of time, energy and currencies spent on thinking where everything must belong to one part or the other
- *Avoiding* all types of relationships with inconsistency (*dissonance*)
- *Chart* different courses through imagined vistas – where they are bold enough to set out in new directions in this, our global village

IWB always strives for vested relationships over contract negotiations with clients. They are careful to promise only what they can deliver.

here be dragons

REBOOTING THE MIND THROUGH ORGANIZATIONAL THERAPY

Unknowns have been as they continue to be frightening for both individuals and organizations in dangerous or unexplored territories – or uncharted areas on maps or roadmaps.

It gave others in the past, as it still does today, some comfort to identify and label these unknowns with either hypothesized or genuinely believed memes - with narratives and even stories affixed to them.

Here Be Dragons or *How to Face Your Demons* or *Embracing Your Demons* are just such memes – often as good enough explanations for what has been, and remains today.

Fears with what is ungraspable or blind spots for individuals, as well as embodied in the artifacts within organization's climate and culture.

This mindshare thrives throughout an organization's climate and culture – through rituals and ceremonies, symbols and slogans, and its narratives and stories. It cultivates enduring organizational patterns in *normalizing the abnormal* spectra and normalization processes (*learned helplessness*) throughout the environment and its ecosystems.

What emerges commonly are irrational or dysfunctional decision-making (*group think*) results or end states.

Ideas come to be seen as normal, taken-for-granted, engrained, or perceived in everyday life.

They see what they want to believe.

It is in this center of gravity that the *emperor has no clothes* emerges – but often neither the climate or the culture, C-Suites and senior leadership, or stakeholders have the courage to say so (*mokita*).

*Normalizing the abnormal,
it's still abnormal.*

IWB helps organizations like they would families, who Salvador Minuchin contends – when a family is having problems around a recent transition is easier to help than a family who has blocked adaptive negotiations over a long period.

Organizations like people are living, breathing complex systems, with personality traits that are enduring patterns of perceiving, relating to, and thinking about the environment and themselves. They are exhibited in a mosaic of social and personal contexts.

When they are agile and flourishing – organizations are complex adaptive mind-body ones within their climates and cultures, their environments and ecosystems.



But when they are not – issues and problems often emerge causing maladaptive variants of organizations' personality traits and behaviors to merge subtly into normality and into one another (*normalizing the abnormal, it's still abnormal*).

IWB's professionals help organizations similarly as they do individuals when personality traits and behaviors (*competency and performance*) become *inflexible and maladaptive*. This condition often causes functional impairments or subjective distress to develop from demand characteristics that emerge in response to specific situational stressors or more transient states.

This often becomes *toxic* for organizations when an enduring pattern of their *inner experience*, their personality traits and behavior (*competency and performance*) becomes inflexible and pervasive across a *broad range of situations*.

These results or end states like they often are for individuals cause significant functional impairments and distress.

Enduring economic decline is usually shortly in pursuit.

Assessment often is complicated both in individuals and organizations because the characteristics that define the personality traits or toxic personality disorder and resultant maladaptive behavior (*competency and performance*) may not be considered problematic by the individual or the organization.

IWB's clients are reaching out to IWB as *truth tellers and mind shifters* for guidance and help to balance business strategy, leadership development, demand planning and capabilities, and talent and learning development with a deeper understanding of how to align these elements with *human behavior* and the *psychology of human change* in their organizations.

Psychological mindedness (self-examination, self-reflection, introspection, and insights) within organizations as living, breathing complex adaptive systems is one of the first steps forward toward recognizing *mindshare matters more often than market share* for counteracting managing for economic decline (*learned helplessness*), or bestowing it as a *legacy to normalize in its life expectancy*.

Organizations do not make people, people make organizations. Neither do job titles make people, people make job titles, *and they bestow them with power*.

The higher you go, the more fear there is and the need to face them and work-through them.

Business is not about making as much money as possible, a preference for buying rather than developing talent, or ending up managing for economic decline.

**MODERNIZATION NEED NOT BE,
AS JONATHON ROWE CONTENDS, BY
WHICH THE VALUE OF A TREE IS
THE TIMBER IT YIELDS.**

Business strategy is like fashion. It has its hot trends, and then it has its basics.

Business strategy continues to remain the dream career start for the most talented young business graduates around the globe. Apart from the spectra of prestigious experts and elite consultancies, *as their logic flows*, few people other than them, know precisely what the job is all about.

Seriously?

Here's the *mokita* in all of this for IWB:

Business strategy is about dealing with Here Be Dragons in dangerous or unexplored territories on your maps or in uncharted areas coming upon you in your roadmaps.

What worked yesterday is no longer guaranteed to work today or tomorrow. Our bureaucratic worldviews or mindsets, or related mental models and mindscapes, or business models and frameworks, are not going to matter how much we want them to – or need them to chart different courses through open imagined vistas.

Prosperous and productive organizations faced with such challenges like *muscle memory* repeat tried-and-true tactics, techniques and processes (TTPs) that made them successful.

Yesterday's, and yes even today's competing business models and frameworks, continue to *normalize the abnormal as an art form* – because they frame and regenerate organizational climate and culture, mindshare and success within environments and ecosystems, unknowingly or

knowingly in embedded static mental models and mindscapes (*If it isn't breaking don't fix it*) rather than living, breathing mind-body complex adaptive systems.

THESE CONSCIOUS-UNCONSCIOUS BLIND SPOTS BEHAVING AS HALF-SEEN ORGANIZATIONAL FLICKERING IMAGES OF REALITY BEING PROJECTED ON ORGANIZATIONS' CAVE WALLS POSE UNFORESEEN PROBLEMS. THEY ARE PRESUMED TO BE REAL FOR ORGANIZATIONS.

But what if they are keeping C-Suites and senior leadership, including their climate and culture, as well as stakeholders from discovering that not only the math they are using for the problem sets are wrong – so too are their definitions and framing of these problems sets?

Here Be Dragons continue to remain immune to the spectra of exceptional reports steeped in deep understanding of the history and nuances of different players and stakeholders' interests developed by prestigious experts and elite consultancies. And regrettably, their conclusions and recommendations often become outdated the moment they become published and pushed at C-Suites and senior leadership.

And sadly, they become as archaic as *Here Be Dragons* by the time they are absorbed by C-suite leadership and stakeholders – who must develop “*insights without borders*” to discover what will free them from the *dream world*, and help them chart a course through *open imagined vistas to set out in new directions*.

Obsession with the wizardry of data and technique, as Edwin Friedman contends, often blinds not illuminates and becomes a form of addiction that turns professionals into data junkies and their information into data junk yards.

And here, once again, emerges the *emperor has no clothes* – and neither does this mindshare, or the climate or culture, C-Suites and senior leadership have the courage to say so.

What a lucrative co-dependent relationship they have woven, and bestow upon their stakeholders.

IWB is *authentically* unlike any others in the herd mentality within the crowded consulting space *grazing on C-Suite and senior leadership, their organizations or stakeholders.*

They are not *innovatively deluding* clients into basically doing *innovatively* the same thing over-and-over-again (*normalizing the abnormal, it's still abnormal*), while assuring clients *different innovative results or end states.*

You won't find IWB dropping off thick well-paid-for reports and branded calls-to-action on tables that never get read.

Nor are they interested in becoming outsourced *dragon slayers* whose solutions generate additional problems (second- or third-order effects and beyond) as more *Here Be Dragons* or *creating more Here Be Dragons.*

There is no crisis, or failure of nerve for IWB; especially with *Here Be Dragons.*

building trust

IWB's partnerships and collaborations are about *trust* – trust in the process, in the relationship, in the person, in the cure.

It can be easily lost, and hard to win back.

In IWB's climate and culture they bring with them to their client engagements – *Authenticity* is living, as Jacob Golomb contends in *Search for Authenticity, without the fear of it often at the limits of language*.

In their engagements with clients, *authenticity* for IWB is being true to their personality, spirit and character, and helping show their clients how to be true to theirs.

Authentic behavior for IWB is their willingness to be who they are, telling the truth in caring ways, and supporting the integrity of their clients, their organizations and stakeholders' concerns.

Once trust takes root, it gradually grows, and often invisibly over time.

It's not easy to trust an advisor, a prestigious expert or elite consultancy, influence peddler, or even IWB as a *truth teller* or *mind shifter* at the onset. Both of you are strangers to one another, often drawn together by a situation at first which is artificial at best, uncomfortable at worst.

You're paying a professional or high performance team of professionals for their experience and expertise to help you at a difficult time in your company's life. *Trust does not always come easily in these situations.*

And once trusted, how do you ever live up to expectations? Either side of this equation. After all, you can't disappoint this professional or team of professionals, and neither can they disappoint you, your organization and your stakeholders.

learning to trust



Opening up is one of the most difficult things a person learns how to do. It's not natural for most people either individually, or even within climate and culture in organizations to openly talk about their innermost secrets, fears, and issues such as:

- Perceptions and attitudes about the organization
- Efforts to measure and improve stakeholder engagement
- Shared or not beliefs and assumptions about the organization's expectations and values
- Expectations on competency and performance that genuinely are holding the organization back from bringing about *authentic change*

It's especially not natural for most people to have such a conversation with a complete stranger.

It's a process that often must be learned – bit-by-bit, event-by-event, or session-by-session.

how iwb builds trust

OPENING UP IS ONE OF THE MOST DIFFICULT THINGS A PERSON LEARNS HOW TO DO.

Most groups – self-perpetuating old boys’ networks, strategy consulting with branded MBA’s, organizational development and HR, the montage of certified and boot camp change agent and change management practitioners – assume engagements or interventions focus principally on instances where changes in organizations’ climates and cultures can be *planned, designed, implemented and evaluated*.

They focus principally on the identified *half-seen* organizational and stakeholder *flickering images of the collectively presumed reality of the forms on the cave wall* – and rarely not on what is *actually real* – just the initially stated problems, and not the *deeper unconscious complicated problems* (blind spots) being *repressed by the initial problems or the mokita*.

They prefer not to wade into the dimensional spectra of *conscious-unconscious* emotional and psychology of human change climate or culture as it is practically applied in *environments and ecosystems of organizational life*.

They fear this messy but real-world, real-life complexities, and relationships therein.

Through its deep practical work with clients in a mosaic of settings and contexts – IWB values *trust* as the foundation and center of gravity of nearly every professional and social relationship they maintain.

Trust for them is usually earned through the process of communicating with a person, or stakeholders, over time.

For IWB, creating value for clients, their organizations and stakeholders first depends on helping all these stakeholders see the value in themselves – *Brilliance lies within all stakeholders*.

What is a strategic differentiator for IWB amongst the herd mentality within the crowded consulting space clients can choose from?

UNLIKE THE OTHERS WHO ARE GRAZING IN THIS HERD MENTALITY – IWB IS UNIQUELY PREPARED TO GUIDE AND HELP CLIENTS TRACE PROBLEMS FROM ORGANIZATIONAL TO INDIVIDUAL LEVELS THAT ARE INFLUENCED IN SUBTLE AND COMPLEX WAYS BY MOKITA AND BLIND SPOTS – CHRONIC AND ACUTE ORGANIZATIONAL DYSFUNCTIONS – OFTEN IGNORED BY SENIOR LEADERSHIP.

These *dysfunctions* often influence or produce organizational outcomes that appear irrational and dysfunctional – and when not considered problematic by individuals or organizations – often become the harbinger for increasing risk in developing maladaptive variants for coping such as *learned helplessness, normalizing the abnormal, and managing for economic decline*.

Everyone – including C-Suites and senior leadership, their organizations and stakeholders has a story to tell – and everyone deserves a chance to tell his or her story.

Storytelling is a vital component of IWB's assessment and intervention processes. They guide and help clients and their stakeholders to tell their stories as one of IWB's methods for diagnosing and addressing individual, team and organizational strengths and weaknesses.

This helps clients and stakeholders to discover that there is more than one way to tell a story.

WHAT'S IMPORTANT TO DISCOVER AND THEN WORK-THROUGH IS LEARNING THE STORY PATTERN, AND NOT JUST THE CONTENT.

Storytellers broaden not only our minds, as Robert Redford contends, they engage us, they provoke us, they inspire us, and they ultimately connect us to one another.

Through IWB's methodologies for helping clients and stakeholders tell their stories:

- Such course of actions help authentically inspire and guide clients in their search for "*insights without borders*"
- Listen to each other's stories and hear and feel the heart (*passion*) of their stories
- Treasure that they are *all together in the human journey* in this, our global village
- The *authors* of our own lives with our unique *brilliance* to share

experience

IWB's seamless integration of clinical and human psychology of change professionals, executive coaches, and talent and learning development professionals – and vetted global network of specialized experts with multiple language capabilities, and their focus on particular industries or capabilities in IWB's virtual work environments all have:

- *Deep practical expertise* who bring unique perspectives
- *Broad experience* acquired through close collaboration with clients
- *Deep insights without borders* to IWB's work with clients, their organizations and stakeholders

Regardless of their cultural, educational, or professional background – IWB's professionals and network of specialized experts have much in common:

- Like IWB's clients – they all have a *different story to tell*, and a vision that they too are in the human journey and the authors of their lives
- Great at what they *do*
- Committed to *challenge conventional thinking and solving complex problems*
- Driven to be who they are, *truth tellers and mind shifters* in caring ways, who support the integrity of IWB's clients, their organizations and stakeholders' concerns
- Know how to put engagements in motion and *see them through to completion*

iwb's clients

IWB's center of gravity (CoG) attracts clients who are in a *state of readiness for change*, and want to partner or collaborate with IWB on transitions, transformations, or break-through on a mosaic of course of actions (CoAs) including:

- CEO & Executive Boards (effective decision making)
- Career Transitions (on-boarding, talent management & high potentials)
- Dysfunctional Dynamics (conflict resolution, leader derailment, ineffective teams, strategic deadlock)
- Cross-Cultural Management (including M&As, virtual teams)
- Innovation & Entrepreneurship
- Executive Coaching
- Executive Stress & Well Being
- Transformation & Change Management
- Diversity & Organizational Design
- Team Building
- Group & Team Coaching
- Leadership Development
- Learning & Talent Development
- Organizational Change
- High-Performance Teams
- Cultural Work & Transformation
- Psychometrically Validated Feedback

areas of focus

BUSINESS FUNCTIONS

- Accounting & Corporate Finance
- Analytics
- Business & Learning Technology
- Culture Work & Cultural Transformations
- Demand Planning & Capability
- Education-Based Issues & Community Engagement
- Innovation - Entrepreneurship - Leading for Creativity
- Implementation
- Learning and Talent Development
- Marketing & Sales
- Operations
- Organizations
- Performance (Process) & Human Performance Improvement
- Risk
- Strategy
- Sustainability & Resource Productivity

GLOBAL THEMES

- Conscious Capitalism
- Digital Disruption
- Employment & Growth
- Leadership
- Urbanization
- Winning in Emerging Markets
- Women & Leadership

INDUSTRIES

- ▷ Advanced Electronics
- ▷ Aerospace & Defense & Government
- ▷ Automotive & Assembly
- ▷ Chemicals
- ▷ Community, NGO & Social Services
- ▷ Consumer Packaged Goods
- ▷ Electric & Natural Gas
- ▷ Financial Services
- ▷ Healthcare Systems & Services
- ▷ High Tech
- ▷ Law Enforcement & Security
- ▷ Media Entertainment
- ▷ Oil & Gas
- ▷ Pharmaceuticals & Medical Products
- ▷ Private Equity & Principal Investors
- ▷ Public Sector
- ▷ Retail
- ▷ Semiconductors
- ▷ Telecommunications
- ▷ Travel, Transport & Logistics

REGIONS

- ☆ Americas
- ☆ Asia - Pacific
- ☆ China
- ☆ Europe
- ☆ India
- ☆ Middle East & Africa

what iwb does

- To create sustainable organizations, put people first so that they can collectively create *authentically* best places to work.

- Dominant narratives about business, such as they see only what they want to believe, must be rewritten. Listen to each other's stories and treasure that we are all together in the human journey in this, our global village, and the authors of their own lives.

- Transform clients' business narratives from "merely interesting" to "truly world-changing." Uncover authenticity and brilliance within all their stakeholders; and nurturing personal change that fills the heart of collective organizational change.

- Normalizing the abnormal is not authentic change; nor is not acting or learning to endure (*learned helplessness*), which are forms of action and change in and of itself.

IWB works with clients on *authentic change* that looks, feels, breathes, and sounds different every single time.

Authentic behavior for IWB is the willingness to be who they are, telling the truth in caring ways, and supporting the integrity of their clients, their organizations and stakeholders' concerns.

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- Without *failures* there can be no *transcendent thinking* or *innovation*.

iwb's philosophy

- **Mindshare** matters more often than market share.

- **Creating value** for their clients, their organizations and stakeholders, first depends on IWB helping them see the value in themselves: *Brilliance lies within all of their stakeholders.*

- **Psychological mindedness** (self-examination, self-reflection, introspection and insight) within organizations is the first step forward toward *authentic* psychological mindshare and health; agility, adaptability and flourishing within their climates and cultures, environments and ecosystems.

- **Business** is not about making as much money as possible, or a preference for buying rather than developing talent, or ending up managing for economic decline. *Modernization* need not be, as Jonathon Rowe contends, by which the value of a tree is the timber it yields. It is about helping clients, their organizations and stakeholders, create *their* value: financial, intellectual, cultural, social, emotional, physical and ecological wealth – for all stakeholders.

- **Organizations** do not make people, people make organizations. Neither do job titles make people, people make job titles, and *they* bestow them with power. IWB helps clients, their organizations and stakeholders, to discover *their* purpose in uncovering doing something that *they believe matters to others, to our society, and to themselves.*

- **Obsession** (addiction) with the wizardry of *data and technique*, as Edwin Friedman contends – often blinds not illuminates, and becomes a form of addiction that turns professionals into data-junkies and their information into data junk yards.
IWB helps clients, their organizations and stakeholders to discover and treasure their authentic individuals and interactions over process and tools.

- **Authenticity** is being true to their personality, spirit and character as *truth tellers and mind shifters*, and helping show clients, their organizations and stakeholders ways to be true to theirs.

how iwb works

- ▷ **Action learning** is a critical element IWB uses with clients, their organization and stakeholders to develop insight-oriented processes, psychological mindedness, and mindshare that guide and help facilitate unceasing cultivation of agility and adaptability to contend creatively with realities in our global village.

These efforts help grow climates and cultures, environments and ecosystems that welcome conflict as intriguing opportunities for change, and learning how to avoid the tendency to retreat from conflict to accommodate and adapt to it.

- ▷ **Learning**, as Paulo Freire contends, is not a *banking concept*: where clients, their organizations and stakeholders are expected not to know – but memorize or absorb contents deposited by “*experts*” or “*teachers*” – or treated as “*objects*” of assistance.

IWB instead help clients, their organizations and stakeholders to master learning as *problem-posing* – where they strive for the emergence of *critical thinking* and *critical intervention* in our global village.

- ▷ **Underlying Organization-Centric and Human-Centric**

IWB focuses on the underlying human dilemmas inherent to leadership and performance in organizations (*Get Out of the Cave, Here Be Dragons*).

IWB guides and helps clients through its approach that focuses on individuals, group dynamics, and the organization’s climate and culture, environments and ecosystems, and its developmental history.

IWB’s interventions target authentic issues (*mokita and blind spots*) and *underlying motivational factors*.

IWB’s engagements are practical and measurable with a long-term view *focused on authentic and sustainable change*.

▷ *High-Performing Leaders and Teams*

Organizations IWB works with are complex systems made up of people with diverse life experiences, strengths, desires, and challenges. *Each stakeholder has their own story and must have a chance to tell it.*

IWB's organizational interventions focus on groups and stakeholders that guide and help clients address the ways in which all stakeholders interact with one another, as well as discover the organizational system in which they work.

▷ *Get Out of the Cave and Here Be Dragons*

IWB combines management sciences and skill sets with a deep focus on human behavior and the human psychology of change management in organizations.

This approach uncovers challenges and issues not only at the business level (*mokita and blind spots*) but also the deeper sources of energy and motivational forces (*mokita and blind spots*) that enable or create challenges *undermining human action* in an organization's climate and culture, environments and ecosystems.

IWB guides and helps clients, their organizations and stakeholders develop *psychological mindedness and mindshare* on understanding of their *own behavior* and *how this affects* teams and their organization.

IWB's *action learning approaches* help clients to transform *intent into action* that has a *lasting impact* on organizational climate and culture, environment and ecosystems, and *performance improvement*.

▷ *Truth Tellers and Mind Shifters: Rebooting the Mind Through Organizational Therapy*

IWB's process consulting as a helping relationship focuses on the *organization-centric and human-centric sources of conscious-unconscious behavior, energies and motivational forces that are undermining stakeholder actions and productivity*.

Irrational behaviors in stakeholders and between them have underlying motivation.

IWB guides and helps clients uncover and then understand the reasons driving this behavior. This enables IWB to help clients to identify and work-through these resistances so that they can *authentically achieve their potential for change and growth*.

▷ *Living, Breathing Complex Adaptive Mind-Body Systems*

IWB's approach focuses on the ways different areas of a client's organization *interact* and are *interdependent*.

They uncover what is *authentically going on* “*within the inner worlds of individuals,*” *including their emotions, relationships between one another, and the reality (mokita and blind spots) created by the dynamics of groups within climate and culture, environments and ecosystems.*

These include the *dynamics of leaders, situational context and stakeholders* and the *blind spots and mokita* that affect human behavior (*what people do, how they do it, and especially why they do it*) as vital action learning to understand organizational life and performance (process) improvement in all its complexities.

• *Leaders*

- Character type / traits
- Values, attitudes and beliefs
- Position
- Experiences (mental models, mindscapes)

• *Situational Context*

- Social network analysis
- Nature of tasks (CBIs, KPIs, etc.)
- Developmental life stage of the organization
- Climate and culture
- Nature of the industry
- Socio-economic / political environments and ecosystems

• *Stakeholders*

- Character type
- Values, attitudes and beliefs
- Passion / Brilliance within
- Position
- Experiences
- Group Dynamics

▷ *Executive Coaching, Action Learning and Long Term Sustainable Change*

- Long-term view and center of gravity (CoG) with interventions designed to develop continual organizational learning and sustainable results and end states
- Team and group coaching providing a context and process for an exchange of mindshare taking stakeholders and groups beyond their own agendas and developing passion to align to a common purpose
- Peer coaching to embed a climate and culture for authentic engagement and changes that become self-perpetuating

▷ *Key Elements of Process Consulting as a Helping Relationship*

- Clarification of focus and challenges
- Data gathering and differential diagnosis
- Identification of unique client-centered approaches based on data gathering and differential diagnosis
- Time and scope
- Partnering and collaboration on performance (process) improvement, management of change, and talent and learning development
- Action learning – executive, team and stakeholder coaching and social support
- Integrated assessment (evaluation in a continuous loop, contributions and insights from stakeholders)

▷ *Solution Design*

- Effects-based planning (EBPs) and effects-based operations (EBOs) IWB brings to each client engagement where their client centered tactics, techniques and processes (TTPs) are managed within complex-adaptive systems frameworks
- Focus on desired effects (including objectives to achieve desired target results and end-states)
- Consider a full mosaic of possible effects (1st-order spanning to as much as 3rd or 4th-order effects and beyond)
- Explicitly and implicitly consider C-suite, and all stakeholders' *states of readiness* for desired effects; their *psychological mindedness* for the desired objectives and end-states; and *capabilities* for constantly iterating, collaborating, and course-correcting in the face of ever-changing problem sets

outcomes

Goals

- Transform stagnant and siloed organizations into cohesive, agile and adaptable ones; including process architecture, values chains and management systems that create *sustainable* organizations that put *people first* so that they can collectively create *authentically* best places to work.
 - Guidance and interventions on how to step outside of comfort zones to respond to what our eyes cannot see (*blindspots*): the awareness of these *insights* on the costs to themselves (individually and collectively) of *not changing*; or navigating successfully the currents of change affecting their *critical business issues* (CBIs) and *key performance indicators* (KPIs) within organizations.
 - *Focus* on strategic alignments, disciplined and sustainable operating rhythms, and cross-silo collaborations.
 - Improve leaders' execution of skills to drive *organizational agility and adaptability*; including the ways in which strategies, leadership styles, decision-making, and even structures are swayed by *psychological orientations* of leaders and stakeholders.
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Assessment

- Conduct client-centered *differential analysis* on organizational performance: assess the organizations' current state and capacity as a living, breathing system; including as complex adaptive mind-body ones within their environments and ecosystems. IWB maps communication flows, strengths, weaknesses, and intervention opportunities for improvement at the group or division, team, or individual level.
- Identify *symptomatology* – particularly that contributes to or enables poor performance, or is representative of clients, their organizations and stakeholders, undergoing disruptive periods of change.

- Construct sets of frameworks for discovering and classifying some of the most prevalent forms of *dysfunction* – especially as they characterize individual managers, superior and subordinate relationships, experiences of groups, and the adaptive style of the entire organization.
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Results

- *Embracing* multiple worldviews, mental models, mindscapes and cultural differences that exist within the enterprise and outside of it in the markets it serves, including creative ways to bridge them.
- *Discovering and optimizing* critical interdependencies and performance improvement amongst C-suites and all stakeholders' end-state objectives.
- Functioning at all levels within the enterprise with the speed and efficiency of *high-performance teams* who exhibit adaptive resiliency, streamlined communications, and unwavering stakeholder strategic alignments.
- Applying *action learning* that welcomes emergence of psychological mindedness, critical thinking and critical intervention.
- *Insight-oriented* management of change processes (MoC) and *emergent-learning approaches* that allow clients, their organizations and stakeholders to constantly iterate, collaborate, and course-correct in the face of their ever-changing problem sets.
- *Talent and learning development*, including related work experiences that *authentically* prepare stakeholders for real-world experiences, not more of “*rearranging deck chairs on the titanic.*”
- Unlocking or building thriving networks of *thought communities and communities of practice* (CoP) for developing roadmaps and course of actions (COAs) for achieving agility, adaptability and thriving in this, our global village.
- Construct sets of frameworks for discovering, classifying and working-through some of the most prevalent *forms of dysfunction*; especially as they characterize individual managers, superior and subordinate relationships, experiences of groups, and the adaptive style of the entire organization.

Insights Without Borders



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