

TRUTH TELLERS MIND SHIFTERS

Insights Without Borders



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 woven basket filled with small, round tomatoes. The person is wearing a light-colored, textured sweater. The entire image is overlaid with a semi-transparent purple filter. A white rectangular box is centered over the basket, containing the text.

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

the problem



FOCUSING ON SYMPTOMS RATHER THAN REALITY: PRESUMING THE FLICKERING SHADOWS ARE THE REAL THING BECOMES CHAINED IN THE CAVE THINKING AND PERFORMING.

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.

Success and failure in business are linked to human behavior. *What people do, how they do it, and especially why they do it.*

Leaders are inclined to focus on *consequences* – the successes and failures of *organizational actions* – usually without seeing the *mosaic of underlying, human-centric, motivational influences that lead to these outcomes.*

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

The self-perpetuating old boys' network of 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 *ecosystems and environments* of organizational life.

They fear this messy but real-world, of real-life complexities, and relationships therein. Climb high and fear builds.

The result is *blind spots* that spoil or even thwart leaders' own abilities to *predict or influence* the results of their strategic and operational plans and actions.

For organizations and stakeholders, these *blind spots* result in only *half-seen flickering images* on the *cave wall* – of forms *presumed* to be real, and not necessarily of what is *actually real (mokita).*

The world that stakeholders see, the mindshare they absorb, is merely reflections or shadowy representations of what is actually real (*and notably, usually not even that accurately*) – from key influencers, decision-makers, the climate and the culture.

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

the answer

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

We transform business narratives from *merely interesting to truly world-changing*.

We collaborate with clients to discover *Insights Without Borders* and develop the *Courage To Act On Them*.

Creating value for clients, for their organizations and their stakeholders, first depends on helping them see the value in themselves:

Brilliance lies within all their stakeholders.

Our 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* – we enable our worldwide partners to discover and apply the very best of themselves.

We're not another *innovation weaver* in the *herd mentality* of the crowded consulting space, *innovatively deluding* clients, their organizations and stakeholders into *innovatively* doing the same thing

over and over again (*normalizing the abnormal, it's still abnormal*) assuring them different *innovative* results or end states.

We'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 we *vanies* who come to lecture, *brainies* who spout academic theory, or *Bainies* who throw bodies at delivering quick bottom-line results.

We're pissed off hippies hell bent on challenging the *status quo*, not just shattering *stereotypes and dichotomous thinking* – but reinventing them *entirely*.

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

We don't do *learned helplessness* well, and neither should you.

the solution key

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 problems*; *unconscious* wicked problems (*blind spots*) that for a mosaic of reasons the initially noted problems are often *repressing*.

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

Because of the experiences with the *herd mentality*, clients are coming to us.

We always strive for vested relationships over contract negotiations with clients. We are careful to promise only what we can deliver.

We are helping clients to *discover their way out of their caves*. Our clients begin to:

- *Reallocate* and *reinvest* the time, energy and currencies typically spent on *creating and optimizing silos*.
 - *Avoid* all types of relationships having inconsistency (*dissonance*).
 - *Chart* different courses through *imagined vistas* - where they are bold enough to set out in new directions in this, *our global village*.
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the experience

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

We help guide clients, their organizations and stakeholders – to discover their *willingness* and *ways* to intervene and work-through engrained assumptions (*learned helplessness*) in the form of *shared perceptions and attitudes* about the organization; efforts to measure and improve *stakeholder engagement*; comfort zones (such as *stakeholders'* 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 change *authentically*.

We help 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*, that 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*, we help clients, their organizations and stakeholders, *to develop their insights* – 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, ecosystems and environments in organizations that put people first, and grow authentic human-centric places to work.

This should not be viewed skeptically – as wishful thinking, temporary highs or changes.

Why does it? Because typically these effects are driven principally through a *campaign*; a *program or regiment of standardized and certified practitioners*, or *well-paid-for branded analysis and thick 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.

In contrast, clients are coming to us because we are *truth tellers and mind shifters* who help *guide* our 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 the organization's ecosystems and environments.
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here be dragons

REBOOTING THE MIND THROUGH ORGANIZATIONAL THERAPY

In dangerous or unexplored *territories* – or *unchartered* areas on *maps* or *roadmaps* – *unknowns* continue to be, as they have been, *frightening* for both individuals and organizations

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, often as *good enough* explanations for *what has been*, and for what *remains to be faced* today.

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

Here Be Dragons or *How to Face Your Demons* or *Embracing Your Demons* are just such narrative memes. This *mindshare* thrives throughout an organization's *climate and culture* – through *rituals and ceremonies, symbols and slogans, and its stories.*

They see what they want to believe.

It cultivates enduring organizational patterns that *normalize the abnormal* and instill *learned helplessness* throughout the *ecosystems* and its *environment.*

What commonly emerges are *irrational or dysfunctional* decision-making (*group think*) results or *end states* that come to be seen as *normal, taken-for-granted, engrained, or perceived in everyday life.*

It is in this *center of gravity* that the *emperor has no clothes* emerges – but not 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.

Organizations, like people, are *living, breathing complex mind-body systems.* They have *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.*

We help organizations like we would *families.* Salvador Minuchin contends – when a family is having problems with a *recent transition* is easier to help than a family in which *adaptive negotiations* have been *blocked over a long period.*

When organizations are *adaptive* within their climates and cultures, their ecosystems and environments, they are capable of being *agile and flourishing.*

But when they are not – issues and problems that are *maladaptive traits and behaviors* often *merge subtly* into *normality* and into *one another*.

In this condition, the demands of *specific situational stressors* or more *transient states* cause *characteristics to emerge* that in turn develop *functional impairments or subjective distress*. When an enduring pattern of personality traits and behavior (*competency and performance*) becomes *inflexible and pervasive* across a *broad range of situations*, that *inner experience* often becomes *toxic* for the organization.

Enduring economic decline is usually not far behind.

Our professionals help *organizations* similarly as they do *individuals* when personality traits and behaviors (*including competency and performance*) become *inflexible and maladaptive*.

Counteracting *maladaptive management* of *economic decline* requires *Psychological Mindedness* (self-examination, self-reflection, introspection, and insights) within organizations.

Assessment of organizations as *living, breathing complex adaptive systems* is one of the *first steps* forward in resolving their *toxic* personality disorders and resultant maladaptive behaviors (*competency and performance*).

Assessment often is complicated both in *individuals and organizations* because they may not consider their *current* defining characteristics (*learned helplessness*) to be *problematic*.

Mindshare matters more often than market share to avoid normalizing economic decline, extending its life expectancy, and bestowing it as a legacy.

Our clients are reaching out to us for *guidance and help* to avoid ending up managing for *economic decline*.

Business is not about making *as much money as possible*. We 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.

Nor does business prosper through a *preference* for *buying rather than developing talent*. **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 more need to *face them and work-through them*.

We partner with our clients in the organizational therapy that reveals the blindspots and discovers the courage to work past them.

Business strategy is like fashion. It has its *hot trends*, and then it has its *basics*. Prosperous and productive organizations faced with such challenges *repeat tried-and-true tactics, techniques and processes* (TTPs) that made them successful, like *muscle memory*.

But 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 – or need them – to *chart different courses through open imagined vistas*.

Yesterday's, and yes even today's competing business models and frameworks, continue to *normalize the abnormal as an art form* – because they frame success, *unknowingly or knowingly*, in embedded static mental models and mindscapes (*if it isn't breaking don't fix it*) rather than per *adaptive living, breathing complex mind-body systems*.

These *conscious-unconscious blind spots* leave half-seen *flickering images* of *presumed reality* projected on the *cave walls* of the organization, posing further *unforeseen problems*.

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'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.

Business strategy continues to remain the dream career start for the most talented young business graduates around the globe. And what a *lucrative co-dependent* relationship they typically have *woven*, and *bestow* upon their *stakeholders*.

Yet apart from the spectra of prestigious experts and elite consultancies, few people other than them, know precisely what the job is all about.

Blind spots - *Here Be Dragons* - continue to remain *immune* to the exceptional reports developed by prestigious experts and elite

consultancies. Regrettably, although steeped in deep understanding of the history and nuances of different players and stakeholders' *interests*, their *conclusions and recommendations* often become *outdated* the moment they become published and pushed at C-Suites and senior leadership. They become further archaic by the time they are absorbed by *C-Suite leadership and stakeholders*.

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

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

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

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

In *partnering* with us, clients develop "*insights without borders*" to *discover* what will *free* them from the *dream world*, and help them *chart* a course to set out in *new directions* through *open imagined vistas*.

building trust

REBOOTING THE MIND THROUGH ORGANIZATIONAL THERAPY

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.

At the onset, 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*.

Both of us are strangers to one another, often drawn together by a situation which at first 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 trusting or trusted, how do you ever live up to expectations of each other? Credibility is a factor. After all, you can't disappoint this professional or team of professionals; and neither can they disappoint you, your organization and your stakeholders.

*Authenticity is living, as Jacob Golomb contends in *Search for Authenticity*, without the *fear of it*.*

*Authentic behavior for us is our *willingness* to be true to our *personality, spirit and character*; telling the *truth in caring ways*; and *supporting the integrity* of our clients, their organizations and stakeholders' *concerns*.*

Our consultants bring *authenticity* with them from their climate and culture. In our engagements with clients, IWB's *authenticity* is helping its *clients see how to be true to their own*.

learning to trust



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

Most advisory and management groups - operating in a *herd mentality* – intend engagements or interventions to focus *principally* on instances where changes in organizations’ climates and cultures can be *planned, designed, implemented and evaluated*.

But their *blind spots* are significant. They focus principally on just the *initially stated* organizational and stakeholder problems, the *flickering half-seen images of the collectively presumed reality*, the *forms on the cave wall* – and rarely on what is *actually real* – *the deeper unconscious complicated problems being repressed by the initial problems or the mokita*.

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

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

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

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

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

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 their organizational climate and culture, to *openly talk* about their *innermost secrets, fears, and issues* such as:

- *Perceptions and attitudes* about the organization.
- Shared (or not) *beliefs and assumptions* about the organization’s *expectations and values*.
- Efforts to measure and improve *stakeholder engagement*.
- *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.

iwb's philosophy

PER IWB

Mindshare matters more often than market share, in developing and sustaining a solution to current or threatening economic decline.

Business is not about making as much *money* as possible, or a preference for *buying rather than developing talent*.

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*. IWB helps clients, their organizations and stakeholders to discover and treasure their *authentic individuals and interactions* over *process and tools*.

Development need not be, as Jonathon Rowe contends, about the value of the yield of timber of a tree. It is about the *value of the tree* as in the commons – about helping clients, their organizations and stakeholders, create *their value* – not just financial, but intellectual, cultural, social, emotional, physical and ecological wealth – *for all stakeholders*.

WITH IWB

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

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 our climates and cultures, ecosystems and environments.

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*.

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

experience

Our *vett*ed global network of specialized experts brings clinical and human psychology, multiple language capabilities, and focus on particular industries or capabilities to clients, their organizations and stakeholders – in a seamlessly integrated *global virtual work environment*. Our change professionals, executive coaches, and talent and learning development professionals – all have:

- *Deep practical expertise* who bring unique perspectives
- *Broad experience* acquired through close collaboration with clients
- *Deep insights without borders*

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

- *A different story to tell*, with a vision that they too are in the *human journey* and the *authors* of their lives (like IWB’s clients)
- Committed to *challenge conventional thinking and solving complex problems*
- Driven to be who they are – *truth tellers, mind shifters and idea ambassadors in caring ways* – who support the *integrity* of our 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’s high performance teams on transitions, transformations, or break-through on a mosaic of *course of actions* (CoAs) including:

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

what iw b does

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*.

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

 - *To re-write dominant, mythical narratives about business:* 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.

 - *To 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*.

 - *To generate authentic change:* eliminate *learned helplessness* and inauthentic forms of action such as *normalizing the abnormal*, or *not acting*.
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We are committed to helping our clients find the courage to act on the *discoveries of emergent internal change*. Without *failures* there can be no *transcendent thinking* or *innovation*. We work with clients on *authentic change* that looks, feels, breathes, and sounds different every single time.

how iwbb works

▷ *Get Out of the Cave*

We combine 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, ecosystems and environments*.

We guide and help clients, their organizations and stakeholders develop *psychological mindedness and mindshare* on understanding of their *own behavior* and *how this affects* teams and their organization.

Our *action learning approaches* help our clients to transform *intent into action* that has a *lasting impact* on organizational *climate and culture, ecosystems and environments*, and *performance improvement*.

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

Our 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*.

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

▷ *Assessment*

Conduct client-centered *differential diagnosis* (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 *ecosystems and environments*. **We map 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 our 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*.

iwb objectives

IWB'S ENGAGEMENTS ARE PRACTICAL AND MEASURABLE WITH A LONG-TERM VIEW FOCUSED ON AUTHENTIC AND SUSTAINABLE CHANGE.

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

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

We 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, ecosystems and environments.*

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.

▷ *LEARNING: Critical thinking for adaptability*

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.

We instead help our 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*.

Action learning is a critical element we use with our 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, ecosystems and environments 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.

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

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

We guide and help our clients through our approach that focuses on individuals, group dynamics, the organization's *climate and culture*, its *ecosystems and environments*, and its *developmental history*.

Our interventions target authentic issues (*mokita and blind spots*) and *underlying motivational factors*.

▷ **PERFORMANCE: High-Performing Leaders and Teams**

Organizations we work 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.**

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

iwb focal points

Leaders

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

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

Situational Context

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

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 *mind-share* 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*.
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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*).
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Solution Design

- Consider a full mosaic of possible effects (*1st-order spanning to as much as 3rd or 4th-order effects and beyond*).
- Focus on *desired effects* (including objectives to achieve desired *target results* and *end-states*).
- 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*.
- *Effects-based planning* (EBPs) and *effects-based operations* (EBOs) we bring to each client engagement where our *client-centered* tactics, techniques and processes (TTPs) are managed within *complex-adaptive systems* and *frameworks*.

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 & Talent Development
- Marketing & Sales
- Operations
- Organizations
- Performance (Process) & Human Performance Improvement
- Risk
- Strategy
- Sustainability & Resource Productivity

GLOBAL THEMES

- Digital Disruption
- Employment & Growth
- Leadership
- Multirational Multinational Corporations & Robin Hood Redistributors
- 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

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.
 - 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 diagnosis* (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*.
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Development

- Provide 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* in terms of the *costs to the stakeholders* (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.*
 - *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.*
 - *Apply action learning that welcomes emergence of psychological mindedness, critical thinking and critical intervention.*
 - *Conduct 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.”*
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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.*
- *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.*
- *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.*

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