



THINKING THROUGH CHANGE: FOUNDATIONS OF TRANSFORMATIONAL THINKING FOR LEADERS PROGRAM OVERVIEW

As the pace of change in the market environment, technology, and the economy continues to increase, leaders are being called to dramatically increase their ability to deal with complexity. Rather than simply learning new skills, they need to begin to think in fundamentally different ways.

This program is designed to help leaders shift to a higher mental gear—developing expanded modes of thinking that equip them to analyze problems and options in a qualitatively different way. Researchers have identified a set of patterns in human thought that serve as building blocks for transformational thinking.

We help leaders understand these patterns, assess their use in practice, and become more effective in applying them by focusing on 4 key shifts. It's not just about learning new skills. Complexity requires the ability to better understand what is happening—to more effectively think about situations and systems so you can better apply your personal and organizational capabilities.

“Organizations have grown skilled at developing individual leader competencies, but have mostly ignored the challenge of transforming their leader’s mindset from one level to the next. Today’s horizontal development within a mindset must give way to the vertical development of bigger minds.” —John McGuire and Gary Rhodes

This Program is designed to expand *how* you think, not just *what* you think

Linear Thinking	Transformational Thinking
Focusing on stability and predictability	Recognizing the flow of ongoing change
Viewing change as something self-contained	Seeing the “big picture” in which change takes place
Focusing on separate elements in the change process	Finding “common ground” between seemingly unrelated elements
Seeing change as linear, predictable, and planned	Integrating multiple perspectives to capture the complexity of change

THIS EXPERIENTIAL PROGRAM IS DESIGNED TO FACILITATE LEADERS' CRITICAL TRANSITION FROM LINEAR THINKING TO TRANSFORMATIONAL THINKING

THE PROGRAM CONSISTS OF THREE STEPS:

Individual Assessment We identify participants' current level and structure of transformational thinking through analysis of an interview. The results are used to create a comprehensive cognitive profile of each individual. These assessments form a foundation for highly-customized workshop design and follow-up individual coaching sessions.

Group Workshop This experiential two-day program emphasizes learning and applying the transformational thinking patterns. Participants spend time working through their own change-related challenges, engaging in deep exploration of the complexity of a situation they are currently engaged in within the organization.

Follow-up Coaching Initial two to three cognitive coaching sessions enable individuals to gain a deeper understanding of their cognitive profile, internalize and strengthen the use of learned material and deepen the application of transformational thinking to specific work related activities.

The **Thinking through Change** Program
is designed for leaders who are ready to make the shift.

Past participants report profound shifts in the depth of their understanding of their environment and their role in it.

HERE IS WHAT RECENT PARTICIPANTS HAVE SAID:

"I consider our coaching sessions extremely valuable. As we often talk about, transformational change is like a bottomless ocean...there are no guiderails, no blueprint in how to execute. I find our sessions are moments in time that allow me to pause and think deeply about professional and personal matters. In times of uncertainty and systemic change an individual needs these check points. I often think about it like being on a journey through a jungle or desert, where you need to pull out your compass periodically to ensure you are headed in the right direction. Our time together has been instrumental in my transformational journey at my organization as well as personally."

"My ability to convey what I have considered and connected has improved due to an enhanced ability to recognize the thinking patterns that peers have and have not used. With more nuanced thinking, I now communicate more clearly on more levels and with more depth. Until we began

to work together, I had been stuck on wanting to be a better communicator, but I had not grasped what I needed to do in order to influence people that do not use the thinking patterns that I do.”

PROGRAM HIGHLIGHTS:

- Program is highly individualized and highly customized, designed around applying Transformational Thought Form (TTF) Framework to particular individuals and particular situations.
- TTF Framework is content-neutral: We contextualize executives' own experiences to expand and deepen their own thinking and apply it to any challenge or a situation they are currently facing. Participants bring their own content and we provide the framework and teach them how to apply it to enlarge their conceptual space and expand their horizons. It serves as a building block embedded into a larger initiative, such as a leadership development program or transformational change program.
- It is not a substitute for, but complements other developmental efforts. It is suitable for executives who are already highly evolved thinkers. TTF serves as a structured framework and a tool to transfer their capabilities on to others.
- TTF Framework is a structured tool to move people from constraints of formal logic to the world of multi-dimensional (meta-systemic) thinking necessary for true and real transformation of individuals, organizations and larger society.

WHO WILL BENEFIT:

We do not advise Senior Management Teams on **what** to think, but use DTF to show them **how** to think and how to detect and access hidden and invisible intricacies of complex situations that may run in the background and hinder best strategic visions and long-term plans for organizational transformation.

Our program is specifically designed for senior leaders who:

- have significant responsibility for leading organizational transformation
- are high profile change agents calling for and executing deep change in organizations
- are preparing for transition into a new role with greatly increased levels of challenge and complexity
- are innovative, creative individuals who are ready to grow and expand their worldview.

The core framework for this program comes from decades of teaching and research developed by Dr. Otto Laske at the Interdevelopmental Institute in Boston, MA as presented in his recent book *Measuring Hidden Dimensions of Human Systems*, and from recent research on thinking patterns of successful leaders of transformational change conducted by Dr. Iva Vurdelja.