

# Our Approach



We believe that developing consciousness at all levels of the organization: the individual (“I”), the relational (“We”) and the procedural and structural (“IT”) is the key to driving outstanding, sustainable results and increased benefits for all of a company’s stakeholders.

Evolutionary businesses recognize the interconnectedness of the I-, We-, and It- dimensions. A change in leaders’ levels of consciousness affects interactions between individuals and provides subtle yet transformative cultural shifts. Creating alignment in organizational structure, processes, systems and governance with the overall essence of a business ensures the business will maintain its course and successfully achieve its purpose.

## “I”: THE INTRAPERSONAL DIMENSION

A business’s impact on the world starts with the leaders that run it.

When self-reflection followed by purposeful action occur, leaders can consciously steward their business toward a more sustainable form of success. By exploring deep-seated assumptions about themselves, others, and the world, they embrace a deeper form of self and find their authentic voice.

A business’s ability to grow and sustain is increasingly correlated with its leadership’s level of consciousness.

A conscious leader makes impactful decisions and focuses the right amount of time in the most important areas.

This individual work is the beginning and the place of greatest leverage to any broader evolutionary effort, but it isn’t enough by itself. How people interact with each other, sustain trust, and support a healthy and collaborative culture extends beyond “I”- level development and forms the “We” dimension.

## “WE”: THE INTERPERSONAL DIMENSION

The essence and culture of a company are nurtured by its relationships.

Internally, businesses are a network of commitments and relationships. The “We” dimension encompasses the relational aspects of the business and how effectively it can coordinate and manage its network of relationships and commitments. By developing healthy patterns of interaction, relationships are built and sustained through trust, and integrity in agreements becomes the norm.

This dimension also includes aspects of the business’s culture—the shared beliefs and actions that underpin the results the business attains. Evolutionary businesses consciously and intentionally create their cultures through aligned behaviors and systems that reinforce who they truly are. As this is done, the business’s essence is protected and allowed to grow.

With the development of both individual and group consciousness, a business is able to create a foundation to become a world-enriching and iconic enterprise. However, these two are not enough without the third, critical element of evolution: the “It”.

## “IT”: THE IMPERSONAL DIMENSION

The purpose of a company is supported by its framework of structures and systems.

The “It” defines the operations, systems, governance structures and processes of a business: the impersonal aspects. Evolutionary businesses design and craft their processes consciously and intentionally. They are implemented with the knowledge that they will reinforce the purpose and values, as well as key principles and behaviors.

Along with the process, structure and systems development, ‘It’ level development addresses the fundamental purpose of business as a whole. The nature of “why the business exists” is rooted in value creation, not profit. A business that focuses on maximizing service to all of its stakeholders can achieve far greater impact than one concerned primarily with short-term results, stock price and profit maximization.

An evolutionary business in clear alignment with its purpose becomes much more powerful and transformative. It supports and sustains humanity. And, perhaps ironically, it typically leads to far greater commercial success over the long term as well.

To truly have an impact aligned with a deeper sense of purpose, businesses must operate on all three dimensions – I, We, and It.

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HAVE	Culture Financial Results Personal Fulfillment
DO	Behaviors Processes Structures
BE	Purpose Values Shadows

We believe that business is a force for good, specifically through change within individuals and in the greater world. And we know that deep change comes from an understanding of what drives the actions that support the results of each individual, team and business. By uncovering these belief systems and other aspects that lie within the core, a truly sustainable change can occur. We know that many individual, group, and organizational change efforts fail because beliefs don’t shift to support the change. We also know that to create lasting transformation, a shift in beliefs has to be supported by a shift in behaviors with rigorous accountability. This allows for sustainable results. Read on for how we see change occur. We call it Be-Do-Have.

## HAVE

Ultimately, we look at results: the things we have. These metrics range from revenue to personal fulfillment and are the ways we measure success and gauge what we would like to change. Getting clear on what we want to have happen is the basis for any individual, group, or organization-wide development. We bring this up relentlessly - each coaching session might have a different objective and we ask our clients what they want to have happen at the end of a six month development cycle. Evolution requires moving from one level to another.

## DO

This level is the system of behaviors, actions and processes an individual, group, or organization does to achieve a desired result. This might be flexing into a new leadership competency such as being more direct, or using one’s time differently. It can also exist at the organizational level in a process such as on-boarding, training, or goals management. These are all things that are done to achieve a desired result. Ideally these actions are all aligned to the essence of the company and designed with the core values or organizational purpose in mind. To achieve something new, we have to do something different.

## BE

If our results are driven by our actions, our actions are driven from a specific way of being. This may be a mental model that frames how we see the world, as seeing the world in a specific way drives us to show up in a specific way. It may be a mindset, how fixed or flexible that is. Or a belief system. It is also the stories, narratives and concepts that form the essence of the organization. At this level, we support our client-partners to shift their deepest beliefs. This means understanding what is at their core, their unique essence. Once understood, mechanisms can be created that reinforce the essence and drive towards a specific result. Many times this is articulated through a set of guiding principles or core values. We encourage individuals and businesses to look as well at the beliefs that lie in shadow: the parts that are hidden, repressed and denied that live in opposition to what is espoused.

These are the undiscussed patterns and narratives that cause negative impacts and support actions that are not aligned with espoused values. To truly have sustainable change, the shadows must be integrated and held consciously. Creating change at this level can be difficult and even emotional, but when the Be level shifts, the change is much deeper and more sustainable. Ideally an individual or organization is aligned from their results all the way to their values, all levels count as a part of an evolved business.