



MOBIUS<sup>TM</sup>  
EXECUTIVE LEADERSHIP

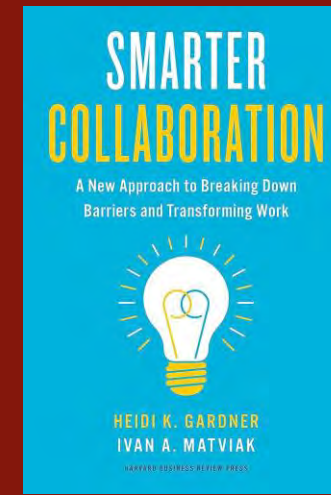
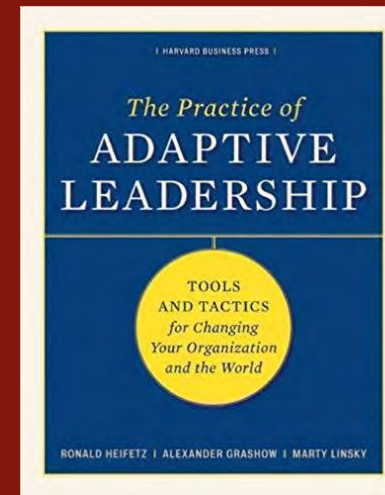
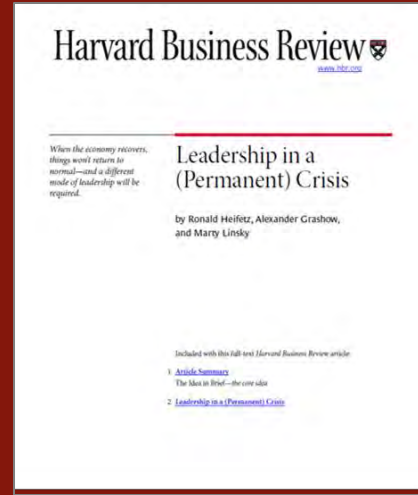
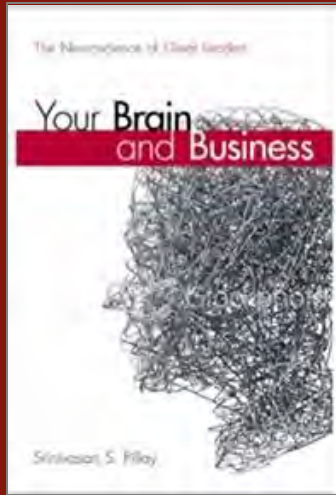
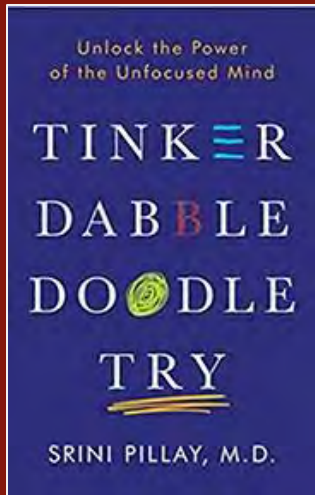
MASTERCLASSES  
2026

This brochure announces the launch of our new two-hour seminar series in which Mobius faculty offer a rich tapestry of programs that can be conducted for any size group, in flexible sequence, as a standalone training experience or assembled into an entire leadership journey.

We believe these seminars, led by the seminal thought leaders and expert practitioners we have assembled over the last fifteen years, operate as we always have at the nexus of "best practice" and "next practice".

We've selected these specific seminars in anticipation of the most pressing development needs such as working with uncertainty, dealing with strong emotions, and ensuring team alignment and focus. These programs, experiential in nature, offer cutting edge resources for building the adaptive agility of your organization.

# MASTERCLASSES (HARVARD) AUTHOR PUBLICATIONS SAMPLE





# MASTERFUL CONVERSATIONS

Reduce conflict, promote psychological safety,  
and generate win-win outcomes

JOHN ABBRUZZESE, MOBIUS SENIOR CONSULTANT

This seminar is based on work at the Program on Negotiation at Harvard Law School as summarized in the seminal book *Difficult Conversations: How to Discuss What Matters Most*. It introduces the common patterns of ineffective conversations and best practice for managing challenging conversations with greater mastery. Participants will acquire a map for everyday communication challenges in business. Participants will work interactively with a peer coach to examine their own communication habits and patterns. Participants will walk away with new tools for increasing diversity of ideas and perspectives in team dynamics and working more collaboratively with other team members.

- **Identify 2 common patterns of unproductive conversations**
- **Learn 3 tools to drive effective conversations**
- **Understand the common pitfalls in mindset and behavior that get conversations stuck**
- **Benefit from peer coaching on a high-stakes business conversation**

**JOHN ABBRUZZESE**, Mobius Principal, is an expert in negotiation and influence as well as an executive coach and a group facilitator with a robust practice in leadership development, change management, and front-line capability building. John brings over a decade of experience in the field of human behavior change with special expertise in the legal, consulting, pharmaceutical, and retail industries. John holds a J.D. from Harvard Law School and a Ph.D. from Brown University. He has served as faculty for the Negotiation Workshop at Harvard Law School and is an Associate Professor teaching moral leadership at Providence College.

# BUILDING A FEEDBACK CULTURE

Mastering the Art of Giving and Receiving Feedback

JOHN ABBRUZZESE, MOBIUS SENIOR CONSULTANT

Cultivate effective feedback skills with tools and techniques for giving and receiving feedback. Through interactive exercises and practical examples, participants will learn how to deliver constructive feedback, actively listen to feedback, and foster a culture of open communication and growth within their teams or organizations.

- **Uncover the limiting mindsets that hold people back from giving clear feedback and learn to shift those mindsets**
- **Apply a 3-part framework for giving more effective feedback to a real upcoming feedback conversation**
- **Identify 3 kinds of feedback and how to receive them with less reactivity and apply them for your personal and professional growth**

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**Dr. Heidi K. Gardner** is a distinguished fellow at Harvard Law School and former professor at Harvard Business School. She is currently the faculty chair and instructor of multiple executive education programs at both institutions. Dr. Gardner is the author of the best-selling books *Smart Collaboration* (2017) and the *reSmarter Collaboration: A New Approach to Breaking Down Barriers and Transforming Work* (both Harvard Business Press). Named by Thinkers 50 as a Next Generation Business Guru, she has authored (or co-authored) more than 100 books, chapters, case studies, and articles, including multiple articles for Harvard Business Review's "best of" collections. Dr. Gardner has lived and worked on four continents, including as a Fulbright Fellow, and for McKinsey & Co. and Procter & Gamble. She earned her BA in Japanese from the University of Pennsylvania (Phi Beta Kappa, Summa cum Laude), a Masters degree from the London School of Economics, and a second Masters and PhD from London Business School.

# SMARTER COLLABORATION

Get diverse experts to work together across organizational and geographic boundaries

**DR. HEIDI K. GARDNER, Mobius Senior Expert**

Drawing from her new book *Smarter Collaboration: A New Approach to Breaking Down Barriers and Transforming Work* (Harvard Business Press, 2022), as well as fresh empirical findings and practical examples, best-selling author and Harvard professor Dr. Heidi K. Gardner will share the business and talent cases for more deliberate, goal-focused, smarter collaboration. This customized and highly interactive masterclass focuses on how a sophisticated professional services firm can cultivate smarter collaboration to deliver a more seamless, insights-driven client service experience. We will use hands-on experiences to showcase the links between smarter collaboration and outcomes such as service innovation, genuine inclusivity, growth across markets, and talent engagement across generations. The session will focus primarily on concrete steps participants can take to bring out the best in their diverse team members so that they can tackle clients' highest-value, most complex challenges.

## Participants will learn how to:

- **Generate measurable advantages through deliberate actions**
- **Deploy their strengths and avoid pitfalls**
- **Foster collaboration in hybrid working environments**
- **Enhance diversity, equity, inclusion and belonging outcomes**
- **Avoid collaboration overload and teamwork fatigue**



**ZANDER GRASHOW**, Mobius Senior Expert, is a leadership practitioner, thought leader, founder of Change Everything, and co-author of *Leadership in a Permanent Crisis* and *The Practice of Adaptive Leadership* (Harvard Business Review). As one of the pioneers of the Adaptive Leadership methodology, he has helped thousands of people adapt and evolve their life's work. Zander has been a confidential advisor to presidents, CEOs, activists, and change agents in their most transformative moments.

# INTRODUCTION TO ADAPTIVE LEADERSHIP

Equipped for a Better Future

ZANDER GRASHOW, MOBIUS SENIOR EXPERT

The future belongs to those who adapt – and our individual and collective need for change has never been clearer. Luckily, the skills, practices and tools of adaptation can be learned, internalized, and applied. This interactive session will introduce the core principles and frameworks of Adaptive Leadership, an evolutionary change methodology that has helped some of the most impactful individuals, leaders, teams, and organizations of our times build their change capacity and break out of status quo into a more generative future.

- **Understand key frameworks and tools of adaptive change**
- **Upgrade diagnostic and interpretive skills for understanding the work**
- **Gain clarity on what parts of the work to carry forward, what to upgrade, and what to release**
- **Learn simple, pragmatic tools to mobilize yourself, your team, and other stakeholders**
- **Actionable frameworks to apply directly to current leadership challenges**





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# LEADERSHIP IN A PERMANENT CRISIS

Leading in Times of Great Change

ZANDER GRASHOW, MOBIUS SENIOR EXPERT

Delivered by the co-author of the HBR article *Leadership in a Permanent Crisis*, this session explores what great leadership looks like in times of uncertainty and change. This interactive session will provide frameworks and tools to explore the pace of change, the phases of leadership that are required, how great leaders design the work, how to engage stakeholders, and making key distinctions between the use of leadership and authority in mobilizing others. Change in crisis requires understanding that leadership is a behavior, beyond a role -- and it can be practiced by anyone in a team or organization.

- **Understand the core expectations and default responses to authority**
- **Diagnose scope of authority and how to expand it**
- **Deepen the distinction of leadership v. authority in definition, behaviors, and outcomes**
- **Discover pragmatic tools for diagnosing and setting the pace of change**
- **Learn frameworks for thinking politically and mobilizing stakeholders in crisis**





# THE EQUITABLE FUTURE OF WORK

## Dr. ANGELA JACKSON, MOBIUS SENIOR EXPERT

In a world of constant change and uncertainty, businesses are at a critical juncture where their success hinges on human capital transformation and digital innovation. To navigate these evolving landscapes and maintain their competitive edge, companies must prioritize agility, innovation, and well-being. Human capital transformation serves as the catalyst that can set organizations apart in the race for the future of work.

Join us for a transformative 2-hour virtual masterclass led by the renowned Dr. Angela Jackson, a trailblazer in the field of equitable future of work. In this masterclass, you will gain invaluable insights into the nine critical pillars of workplace transformation, poised to revolutionize your organization's approach to leadership, culture, and bottom line. Dr. Jackson will guide you through a comprehensive exploration of these pillars, equipping you to envision a roadmap for your organization's sustainable success in the rapidly evolving business landscape.

By the end of this course, you will be equipped with the insights and tools needed to drive human capital transformation, foster a culture of diversity and inclusion, and position your organization for long-term success in the ever-evolving world of work.

- **Understand Human Capital Transformation: Gain a deep understanding of the concept of human capital transformation and its significance in the evolving business landscape**
- **Explore the Nine Critical Pillars of human capital transformation and learn how they can be leveraged to create a competitive advantage**

**DR. ANGELA JACKSON**, a Workplace Futurist and ESG expert, is at the forefront of reshaping the future of work. As a lecturer at Harvard University and as the founder of Future Forward Strategies, a labor market intelligence and strategy firm, she has collaborated with entrepreneurs, Fortune 100 companies, and policymakers, offering valuable research and insights into the ever-evolving landscape of work.

Dr. Jackson is renowned for her people centered perspective in the future of work, particularly in the context of technological trends that are reshaping organizations. Her knowledge extends to the critical human capital infrastructure necessary for businesses to remain competitive.



MOBIUS MASTERCLASS | HARVARD

# TRANSFORMING WORKPLACES FOR AN EQUITABLE & HEALING FUTURE

Dr. ANGELA JACKSON, MOBIUS SENIOR EXPERT

In a rapidly evolving professional landscape, the importance of equitable and transformative workplaces has never been clearer. Dr. Angela Jackson, Harvard University Professor and a leading authority in this field, invites you to join a unique masterclass drawing from her extensive research and forthcoming book, *"Works for Us: Nine Pillars for an Equitable Work."* This session offers a fresh perspective on the future of work, focusing on how workplaces can serve as centers for healing, personal growth, and profound transformation.

Don't miss this opportunity to embark on a transformative journey with Dr. Angela Jackson, reshaping the role of work in our lives. This 2-hour masterclass is tailored for professionals, leaders, and organizations seeking to embrace a future of work that enhances both the bottom line and the well-being of their workforce.

- **Recognize the strategic advantages of equitable workplaces for your bottom line**
- **Understand the challenges and opportunities in creating equitable work environments**
- **Bridge the gap between conventional approaches to organizational success and the evolving business world**
- **Redefine workplaces as centers for healing, transformation, and well-being**
- **Develop strategies to cultivate a thriving, engaged, and aligned workforce**

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**BETSY MILLER** is a Lecturer on Law at Harvard Law School, where she teaches advanced leadership and negotiations coursework on Polarities. She has served as a Nominations Counsel on the U.S. Senate Judiciary Committee, Chief of Staff and Senior Counsel to the Attorney General for the District of Columbia, and Chair of Cohen Milstein's Public Client practice. Betsy is the author of "BOTH: The Legal Profession's Struggle to Leverage Stability and Change," published in the *Harvard Negotiation Law Review*.

# POLARITIES I:

## Leveraging Opposites to Change How You Lead

### BETSY MILLER, MOBIUS SENIOR CONSULTANT

Skilled leaders explore multiple perspectives with curiosity. Some of the most strongly held perspectives are connected to preferences for Flexibility or Structure, Diplomacy or Candor, and Stability or Change. Each pair is a duo of opposites. When faced with opposites, the human instinct is to choose between them. We are conditioned to validate the one we prefer and to discredit the one we don't, instead of seeing them as opportunities to leverage the benefits of Both. The Either / Or mindset produces a blind spot when faced with the special circumstance of interdependent opposites. These are called Polarities and harvesting the benefits of both opposites is necessary for success over time. Each example above—Flexibility/Structure, Diplomacy/Candor, and Stability/Change—is a Polarity. When faced with a Polarity, choosing one opposite over the other leads to failure. The path to success is incorporating Both.

- **Be able to see and identify Polarities**
- **Recognize your own preferences and blind spots**
- **Learn and practice key techniques for navigating Polarities**
- **Unlock greater leadership and team potential**
- **Use the Polarity framework to address burnout, generational tension and barriers to inclusion**





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## POLARITIES II:

Moving from Blind Spot to Strength (KPI Debrief and application)

BETSY MILLER, MOBIUS SENIOR CONSULTANT

Polarities are independent opposites, where we need to harness the benefits of both opposites to succeed over time. Examples include Reflection/Action, Challenge/Support, and Stability/Change. Leaders frequently face Polarities but misdiagnose them as choices we need to make (Action or Reflection, Challenge or Support, Stability or Change; instead of Action and Reflection, Challenge and Support, Stability and Change). The secret with Polarities is seeing and harnessing the benefits of Both. The KPI (Key Polarity Indicator) is a practical and transformational instrument designed to unlock individual leadership impact and team potential through the Both/And framework of Polarities. This Program will explore six core polarities of leadership, engage participants in a debrief of their own KPI report, create greater awareness of individual preferences and blind spots, and make a customized action plan based on the KPI results.

*(Polarities I is complementary to Polarities II; they can be taken in either order. Polarities II includes the KPI (Key Polarity Indicator) assessment for all participants. The KPI report incurs an additional fee of \$250 per participant)*

- **Be able to see and identify Polarities as they show up in leadership, team and organizational dynamics**
- **Explore six leadership Polarities: Reflection/Action, Challenge/Support, Stability/Change, Exude Competence/Exude Warmth, Task Focus/Relationship Focus, and Direct/Empower**
- **Through the KPI debrief, recognize preferences, blind spots, and growth potential for each of the six Polarities**
- **Practice the Both/And approach by creating an individualized action plan**
- **Use the Polarity framework to address burnout, generational tension and barriers to inclusion**



**PARNEET PAL**, MBBS, MS, is a Harvard- and Columbia-trained physician-educator, international speaker and founder of Systematically Well Advisory Inc., who teaches skills and communicates ideas to advance personal, workplace and planetary health. She works with business teams and global organizations to address business leadership, performance, wellbeing and sustainability using evidence-based strategies from lifestyle medicine, neuroscience, behavioral science and psychology.

# FROM HIGH-TO WISE-IMPACT LEADERSHIP

Inner sustainability for outer sustainability impact

## PARNEET PAL

Despite alarming rates of climate change, biodiversity loss and risk to related planetary boundaries, we are not moving at the speed and scale required to reach our business sustainability targets. At the same time, we are experiencing skyrocketing rates of an internal personal energy crisis of stress, burnout and loneliness in the workplace.

The interconnected polycrisis of economy, climate, health and inequality require exceptional leadership – one that not only creates “high” impact, but “wise” impact.

Wise impact refers to the ability of leaders to do two things:

Navigate crises and uncertain business environments without burning themselves out

Build sustainable businesses that regenerate economy and planet

Core to wise impact is the ability to harness the body's renewable source of cellular energy and make the best moment-moment decisions for self, business and planet

- **Discover the empirical interdependence of personal and environmental sustainability**
- **Learn about the root cause – the imbalance between Growth and Repair – in our cells and the environment that affect our business decision-making and fuel our internal and external sustainability crisis**
- **Explore three evidence-based strategies to improve our personal energy while aligning with planetary health**



# OPTIMIZING COGNITIVE PERFORMANCE

Enhance focus, flow and creativity to solve hard problems

PARNEET PAL

We are confronted with an average of 56 disruptions each day at work that severely reduce our productivity to 2.3h/day with only 11 min of deep focus per day (as per Gallup and WHO data). Beyond productivity, this distraction raises our stress, overwhelm and anxiety, depletes performance and compromises our relationships at work and at home.

Despite this, as leaders we face the need to solve hard problems, manage crucial relationships while delivering on ambitious goals – all with intense time pressure, limited resources and uncertain business environments.

The good news is that we can upgrade our cognitive performance – enhancing focus, flow and creativity – to have the best business impact.

In this session we explore:

- **Why our brain is so susceptible to interference and why our usual ways of working make us less creative**
- **How brain attention networks regulate performance and what we can do to strengthen their capacities**
- **The neuroscience of creativity – how the brain solves complex problems**
- **Two evidence-based techniques to use daily for focus, calm and creativity**
- **Micro-practices for you and your team to support flow and innovative thinking**

A portrait of Parneet Pal, a woman with long dark hair, smiling, wearing a blue and white polka-dot top, against a purple background.

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# OPTIMIZING RELATIONAL PERFORMANCE

Build courage, trust and compassion

PARNEET PAL

Never before have leaders and teams – at all levels in the organization – faced so much economic uncertainty while being expected to deliver on outsized outcomes. In addition, they must navigate low engagement and rising rates of burnout, loneliness and distrust.

For organizations to succeed, the new world of work – including hybrid environments – requires a different kind of leadership and relational performance. One where leaders and individuals role-model the ability to respond to adversity with courage, collaborate effectively and make difficult choices with empathy and compassion, while building psychologically safe and connected teams that don't burn out.

In this session, we will:

- **Understand the neuroscience and crucial difference between empathy and compassion**
- **Learn an alternate response to stress (different from the fight or flight response) and how it builds courage**
- **Discover the skills teams need to build trust and psychological safety**
- **Practice evidence-based compassion tools for self and others (to respond effectively during conflict and strengthen relationships)**

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# PREVENTING INDIVIDUAL AND TEAM BURNOUT

## PARNEET PAL

The impact of stress at work – for leaders and teams – is reflected in the associated health care costs (upwards of \$US 300 billion), rising levels of anxiety, depression and loneliness, and burnout across industries. However, many leaders and organizations struggle with misconceptions of what burnout is.

How might we not only address burnout in our organizations, but actively prevent it?

In this session, we will:

- **Understand what burnout means and the role of workplace culture and systems**
- **Recognize the three signs of burnout that teams need to watch for and their impact on health, performance and decision-making**
- **Learn about the six personal and organizational causes of burnout and brainstorm solutions together**
- **Leave with foundational tools to build team resilience**

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# NEGOTIATION ESSENTIALS

Getting what you want without alienating the other side

GILLIEN TODD, MOBIUS SENIOR CONSULTANT

This seminar helps participants to acquire a systematic negotiation strategy and learn key tactics for meeting your interests in a wide range of business transactions. These proven methods, from the Program on Negotiation at Harvard Law School as summarized in the groundbreaking book *Getting to Yes* by Roger Fisher, William Ury and Bruce Patton, will build negotiation confidence and enhance your business relationships while improving your substantive outcomes. By the end of this course, you will be more prepared to optimize outcomes of negotiations, both internal and external, formal and informal. This seminar also ensures your team has a unified method for approaching negotiation preparation and process.

- **Understand frameworks for effective negotiation and preparation**
- **Develop strategies for managing distribution and value creation in negotiation**
- **Learn how to handle difficult tactics using a principled approach**

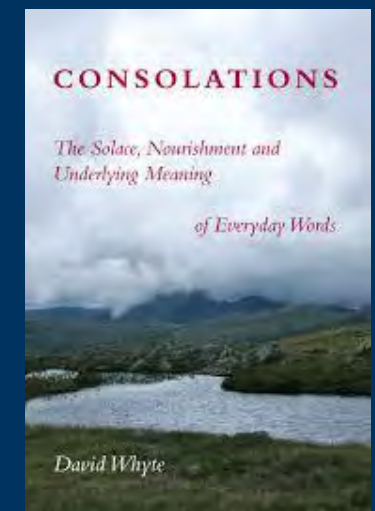
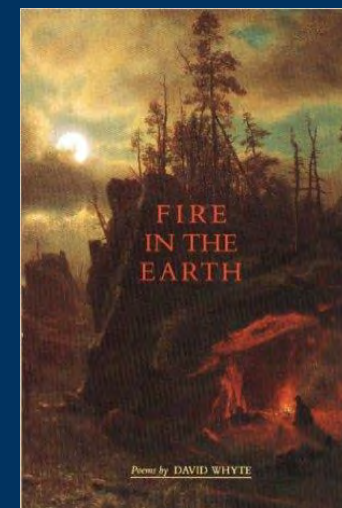
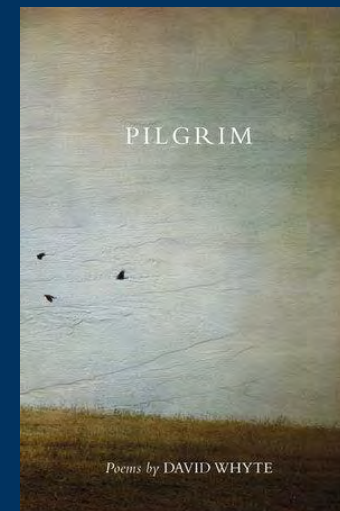
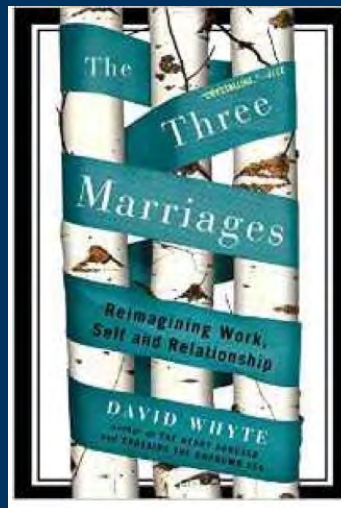
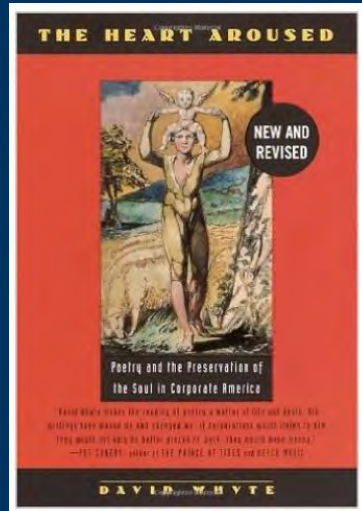
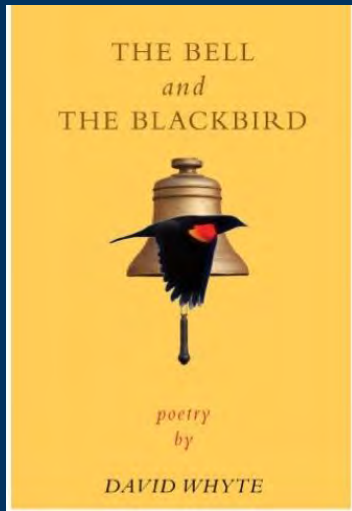
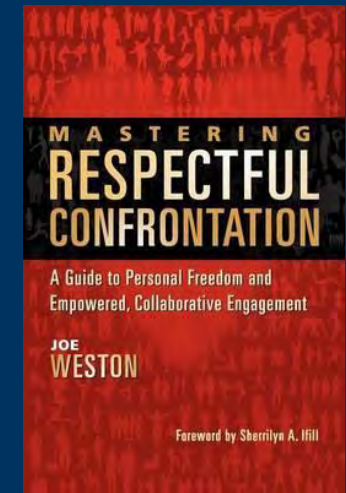
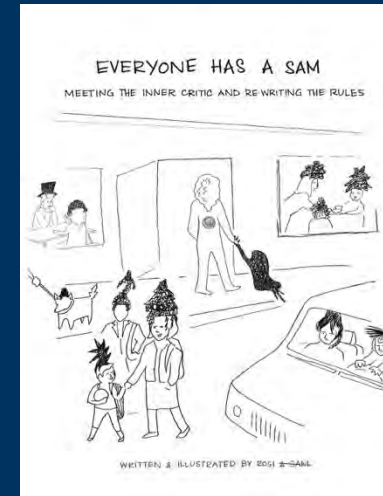
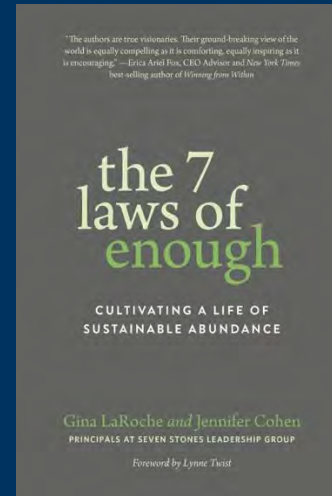
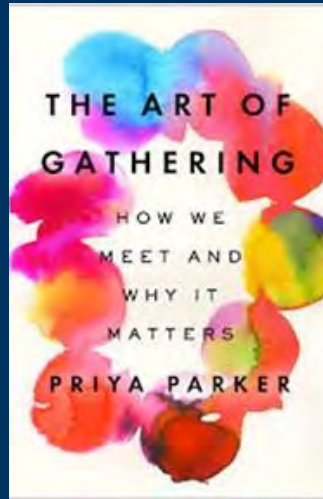
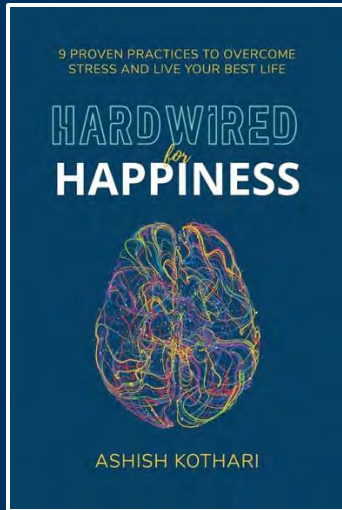
**GILLIEN TODD**, Mobius Senior Consultant, is a Lecturer at Harvard Law School, where she has taught the Negotiation Workshop since 2001, and at the Harvard Graduate School of Education, where she has taught since 2016. Gillien consults to organizations on team development, enhancing collaboration, and improving communication. She has worked with executive teams, corporate pairs, and individual leaders.



# MASTERCLASSES (GENERAL)



# MASTERCLASSES (GENERAL) AUTHOR PUBLICATIONS





**MARTIN BOROSON** studied philosophy at Yale and earned an MBA at the Yale School of Management. Realizing the limits of analytic and strategic thinking, he then set out to explore other ways of knowing. Now, he is a psychotherapist, Zen priest, keynote speaker, and coach to senior leaders, helping them find new insight, depth, and vision. Martin is the author of *One-Moment Meditation: Stillness for People on the Go*, published in twelve languages, and is a director of The One Moment Company, dedicated to helping leaders find time for what matters.

**CARMEL MOORE** is a Chartered Accountant by training. Carmel spent over thirty years advising multinational organizations on tax strategy, management, and compliance. She was appointed a partner EY in 2009. As a member of the EY executive coaching team, she supported new partners, integrated external partners, and helped senior women negotiate boundaries to create more space and time. Carmel left EY in April 2017 to concentrate on her mission to ease the burden of the working world. She is now a keynote speaker and director of the One Moment Company where she coaches and trains leaders to find time for what matters and build healthier workplace cultures.

# TIMEFRAMING™ FOR LEADERSHIP

How to find time for what matters

MARTIN BOROSON AND CARMEL MOORE

True leaders do not accept rampant email, overcommitment, back-to-back zooms, unproductive meetings, pervasive distraction, and split focus. They have strong, stated, visible intentions about their time and create razor-sharp alignment with others. They encourage and model spending time on deep, rewarding work, and they find time for the rest of their life.

TimeFraming™ enables you to develop rocket-fueled clarity about how you use your time. No matter how busy you think you are, with TimeFraming™ you can find time for what is essential. You can create days that enable you, finally, to lead. And you can transform your calendar from just an 'undifferentiated wall of time' into a colorful and full-bodied expression of what you most want.

- **Root out the causes of chronic overcommitment.**
- **Learn sustainable practices for personal leverage.**
- **Generate compelling and commercial calendar commitments**
- **Design meetings that promote engagement and alignment.**
- **Optimize time for deep work, joyful absorption, and rest.**





# TIMEFRAMING™ FOR TEAMS

How to make time together matter

MARTIN BOROSON AND CARMEL MOORE

Stress, anxiety, boredom, exhaustion, back-to-back meetings, and constant urgency are indications that you and your team have a time problem—that you are not aligned and intentional about time. This is unsustainable and incurs a high commercial cost.

Our technique of TimeFraming™ will enable you to get laser-focused on strategic goals while building engagement and trust. By getting precise about your intentions -- and the 'time needs' of others -- you can build clarity, variety, and respect into the working day. TimeFraming can enable you to create the new rules for the hybrid world and a sustainable culture -- with fewer meetings, better meetings, less stress, and more creativity ... not to mention joy and respect.

- **Design meetings that promote engagement and alignment.**
- **Get out of 'meeting madness' and banish back-to-back and meeting boredom.**
- **Ensure each meeting has a clear purpose, process, and result.**
- **Learn to respect the diversity of 'time needs' in a team.**
- **Find time for real, meaningful work together.**

**MARTIN BOROSON** studied philosophy at Yale and earned an MBA at the Yale School of Management. Realizing the limits of analytic and strategic thinking, he then set out to explore other ways of knowing. Now, he is a psychotherapist, Zen priest, keynote speaker, and coach to senior leaders, helping them find new insight, depth, and vision. Martin is the author of *One-Moment Meditation: Stillness for People on the Go*, published in twelve languages, and is a director of The One Moment Company, dedicated to helping leaders find time for what matters.

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# A SOMATIC INTENSIVE FOR LEADERS

JENNIFER COHEN, MOBIUS SENIOR EXPERT

Our primary home is the body, yet we have little to no understanding of just how extraordinary and important it is for us to understand as leaders. This masterclass dives into the most innovative thinking from neuroscience, somatics and mindfulness to support you in effectively preparing yourself to meet the challenges on the road ahead as leaders.

We will use the body as our learning lab to understand context, how to let go of the past and create a committed future all through somatic exercises and practice.

- **Learn about the body as a process**
- **Understand interpersonal neurobiology**
- **Create a field in which to practice**
- **Work with trauma and its many manifestations in and through the body**

**JENNIFER COHEN** is an engaging speaker and author, well known for coaching world-class leaders from institutions including Harvard Business School and Simmons. Quantum physics, ontology, neuroscience, somatics, and systems thinking inform her innovative and embodied approaches to curriculum design and facilitation. She holds a master's degree in Applied Psychology from the Antioch New England Graduate School and is certified as a Master Somatic Coach by The Strozzi Institute.



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**GINA LAROCHE** is a leading organizational consultant, executive coach, speaker, author and artist. She is noted for executive programs that challenge leaders, teams and entrepreneurs to accelerate results and develop mindfulness and presence for themselves and their organizations. A popular keynote speaker, Gina is a graduate of Spirit Rock's Community Dharma Leaders Program and a board member of Insight Meditation Society. She holds a BSBA from Georgetown University and an MBA from Harvard Business School.

# EQUITY, POWER AND BELONGING:

## A Masterclass Outlining a New and Innovative Approach to DEI

### JEN COHEN AND GINA LAROCHE, MOBIUS SENIOR EXPERTS

Equity, power and belonging is about acknowledging that inclusive leadership is the new way of enabling us all to make ethical, sound, wise and sustainable decisions that positively impact all. We can reframe what it means to live and lead inclusively now and into the future.

This learning experience brings a depth of wisdom and effective action for organizational leaders that have the courage and stamina for the long haul of dismantling systemic racism, sexism, homophobia and ableism. We work within the domains of the personal, interpersonal and systemic to effect change.

This work takes courage and a sustained commitment, but the capacity and possibilities to co-create can permanently change our organizations and our society.

- **Reframe the conversation and direction of DEI in our organizations**
- **Create a new way forward holding dignity for all**
- **See what role I can play to move us all forward OR Holding myself accountable as an inclusive leader.**





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# SUSTAINABLE ABUNDANCE:

## The 7 Laws of Enough

### JEN COHEN AND GINA LAROCHE, MOBIUS SENIOR EXPERTS

During our time together, we offer a road map to create a new future we call Sustainable Abundance. Sustainable: ethical, reciprocal, just. Abundance: grateful, radiant and present to the bounty everywhere.

During this course, you will learn to use cutting edge and exciting distinctions and practices that will allow you to break free from the 'reverie of lack' that is infused in the experience of living and working while giving you the tools to lead with dignity.

This work permanently alters people's lives, relationships and organizations

- **See clearly the context that shapes us as leaders**
- **Embrace the power to shift paradigms and invent new worlds**
- **Establish new habits of leading and learning to accomplish audacious outcomes**



**ANNE GOTTLIEB** is a Mobius Transformational Faculty Member, an actor, collaborative artist, writer and producer and has developed a bold approach translating two decades of work in professional theatre into programs for Fortune 500 companies, global leaders and innovators.

MOBIUS MASTERCLASS | GENERAL

## PRESENCE & PRESENTATION

ANNE GOTTLIEB, MOBIUS TRANSFORMATIONAL FACULTY MEMBER

In this session, Mobius Presence and Presentation Director Anne Gottlieb will introduce best practices and offer coaching for improving presence and presentation skills. Drawing on the fields of theater, somatics, and expressive arts, Anne will lead participants through a series of highly participative, interactive exercises.

Topics to be addressed include: voice and expressivity, working with images, narrative skills, releasing tension, increasing presence in the moment, identifying vocal and physical detractors, enhancing intentionality, centering, and finding spontaneity and humor. Anne's session will also underscore the importance of setting an intention and conveying a clear message.



**RALUCA GRAEBNER**, Mobius Transformational Faculty, is an executive coach, facilitator, and leadership consultant, who for the past 15+ years has worked with leaders in a variety of industries, including technology, banking, consumer goods, and professional services. Raluca holds a PhD in Organizational Psychology from George Washington University where she also served as faculty, and is the author of the [Audible Original](#) "How to Work with Anyone," an audiobook on relational intelligence.

# INFLUENCE WITHOUT AUTHORITY

Move People to Action Across the Organizational Matrix

RALUCA GRAEBNER, MOBIUS TRANSFORMATIONAL FACULTY MEMBER

In today's complex, highly matrixed organizations, we are often faced with situations where translating our vision into reality requires buy-in from a diverse range of stakeholders. How do we motivate others to take action? How can we gain people's commitment without having official power over their rewards and advancement? Influencing is a learnable skill. In this interactive session participants will learn about the various influence styles they have at their disposal; identify their own influence strengths and blind spots; and leave with practical, customized ideas about how to widen their influence inventory so that they increase their chances of making a positive impact.

- **Demystify influence: know more about what it is and what it is not, and the biases you may have around it**
- **Understand the five main styles of influence**
- **Identify your own comfort zone when influencing, as well as your area of growth**
- **Take away a personalized toolkit to expand your impact**



# SELF-LEADERSHIP AND OVERCOMING IMPOSTER SYNDROME:

Meeting the Inner Critic and Re-Writing the Rules

ROSI GREENBERG, MOBIUS TRANSFORMATIONAL FACULTY MEMBER

Our All too often, we fail to lead not because of external circumstances but because we don't believe we can – systemically-imposed imposter syndrome and shame gets the better of us. It's time to unleash your full leadership potential in this masterclass designed to tackle self-doubt head-on. Taught by luminary leadership development trainer Rosi Greenberg, this transformative, experiential workshop delves into the origins of self criticism and guides you to embrace more powerful self-narratives. Rosi draws on Harvard's cutting-edge leadership methods to enable you to distinguish yourself from your inner critic and begin to create a new relationship with it, that of an inner ally. Far from a blame-the-individual approach, this class takes a systemic approach and shows how shifting our internal mental structures can change corporate culture and the world around us. Bring this course to your organization to shift culture from shame and fear to mutual support and empowerment.

- **Crucial understanding that the critical voice in their minds is distinct from them, and new ways to relate to it**
- **Higher self-regard and articulated narratives of self-confidence**
- **Tools for leading teams based on motivation rather than critique, and for supporting colleagues experiencing their own self-doubt**
- **Shared language to powerfully shift workplace culture**

**ROSI GREENBERG** is a leadership development expert, has spent 15 years fostering a more connected, humane, and creative organizational landscape. Rosi has empowered over 7000 leaders to unleash their narratives and find their inner power. Her new book, "Everyone Has a Sam: Meeting the Inner Critic and Re-Writing the Rules," tackles imposter syndrome, offering transformative strategies and life-changing tools. With a Master's in Public Policy from the Harvard Kennedy School and advanced leadership training, Rosi champions empathy as the paramount leadership skill for today's world. Her work bridges artistry and leadership, and nurtures profound professional connections.



**JOANNE HEYMAN** is a highly sought-after integrative coach, facilitator, strategic advisor, and lecturer, and has led organizations and counseled leadership of media companies, social enterprises, and creative organizations. Prior to launching her practice, she was the founding Executive Director of Donna Karan's Urban Zen Foundation and served as a senior advisor to The Goldman Sachs Foundation.

Ms. Heyman holds an MA from Columbia University's School of International and Public Affairs and a BA in Comparative Literature from Smith College. She serves as the Chair of the Board of Directors of The GroundTruth Project/Report for America. She is a regular lecturer at Columbia University and contributor to Forbes.

## PURPOSE IN PRACTICE

Giving Yourself Permission to Do/Be/Work in Alignment with Your Highest Values

JOANNE HEYMAN, MOBIUS TRANSFORMATIONAL COACH

There is a lot of talk about finding your purpose and living according to your values. In this workshop, we'll show you HOW. Using her framework, Permission Granted, Mobius master coach and facilitator, Joanne Heyman, will help leaders identify the missing ingredient in achieving sustainable success. And satisfaction. Examining how specific mindsets can hold us back – or propel us forward – she will enable participants to move from stuck or stale to clear and empowered.

- **Identify core values to guide daily life at work and at home**
- **Create a roadmap for moving into the future with clarity, including strategies, goals, and practices**
- **Craft a plan to ensure that intentions are followed by meaningful actions**
- **Discover a sense of excitement grounded the knowledge that your higher purpose is aligned with ways of thinking, speaking, feeling and behaving.**



**NANCY HYATT** LICSW, Mobius Transformational Faculty Member and Executive Coach. Nancy brings over twenty-five years of experience in transformational psychotherapy and coaching. She is a certified EMDR trauma therapist and Advanced IMAGO Relationship Therapist. Nancy coaches with leaders, individuals and couples to enhance their emotional and relational mastery.

# NAVIGATING UNCOMFORTABLE EMOTIONS

Learn key skills and practices towards emotional mastery

NANCY HYATT, MOBIUS TRANSFORMATIONAL COACH

Dealing well with our uncomfortable emotions profoundly impacts our work, relationships and overall well-being. The survival and coping strategies that many of us use to deal with strong uncomfortable emotions may no longer be serving us, especially in these unprecedented times of stress and uncertainty.

In this seminar, you will gain more awareness into how you typically deal with difficult emotions and learn new practices to improve your ability to stay centered and regulated when strong uncomfortable emotions arise. This awareness and these practices can be used in the moment and integrated into your routine to gain sustained inner coherence and resilience.

- **Raise awareness of your emotional triggers**
- **Learn proven practices to digest uncomfortable emotions in a healthy and productive way**
- **Create a personalized navigation guide of your nervous system states to help you re-center when triggered by strong emotions**

\*Please note given the nature of this Masterclass, recording is not available.





**BERNARDUS HOLTROP**, Mobius Principal, is an executive team facilitator and executive coach. Formerly a consultant with McKinsey & Company, over the last fifteen years Bernardus has focused exclusively on facilitating leadership development experiences across many business sectors, including professional services, private equity, manufacturing, energy, electronics, banking, insurance, healthcare, pharmaceuticals, education, entertainment, retail and fast-moving consumer goods.

# THE LEADER AS COACH

BERNARDUS HOLTROP, MOBIUS SENIOR CONSULTANT

In this session Master Coach and Mobius Principal, Bernardus Holtrop will work with leaders who already have coaching as a main part of their leadership repertoire to significantly advance their skill-set.

Topics that will be addressed include: attuning to your coachee, how to know what to pay attention to, using emotion as the doorway to inner wisdom, and identifying old defense patterns as driver of presented challenges.



## THINKING AS WE: Developing Systemic Intelligence MIEKE JACOBS AND PAUL ZONNEVELD

This seminar introduces the principles of systemic intelligence as an informed approach to complexity. Mobius Senior Consultants Mieke Jacobs and Paul Zonneveld help participants understand organizations as living systems and unpack the dynamic implications of that framing. Participants will learn four critical systemic principles and develop the capacity to identify the 4 critical systemic principles and will develop the capacity to see beyond the symptoms of ineffective systems to root causes and potent interventions. By the end of the seminar, participants will be able to discern patterns of dysfunction and learn simple yet effective solutions to common challenges in leading organizations through uncertainty.

- **Begin using systemic awareness to navigate team dynamics, solve repeating problems, and enhance influence.**

**MIEKE JACOBS**, Mobius Senior Consultant, has more than twenty years of industrial experience, including regional and global roles in managing operations, supply chain, human resources and large change management in DuPont. As a Mobius practitioner, she works with top teams and large-scale culture efforts to introduce systemic intelligence.

**PAUL ZONNEVELD**, Mobius Senior Consultant, is an experienced Mobius executive coach and facilitator of leadership and culture integration with over twenty-five years of international business expertise. In his client work, Paul enhances leaders' system sensibility, system awareness and effectiveness.



**ASHISH KOTHARI** is an executive coach, author, consultant and founder of Happiness Squad, a company focused on helping individuals and organizations unleash the power of happiness and well-being to achieve their full potential. Ashish's transformational approach, which he covers in his book "*Hardwired for Happiness*", is interdisciplinary and integrates learnings across spiritual wisdom traditions, positive psychology, neuroscience and organizational development. Prior to starting Happiness Squad, Ashish Kothari was a partner at the global management consulting company, McKinsey & Company and spent over two decades helping thousands of leaders succeed by building new mindsets and capabilities.

# MAKE HAPPINESS YOUR COMPETITIVE EDGE

Unleash the Full Potential of Individuals, Teams and Organizations  
By Integrating the Science of Happiness into How You Live, Work and Lead

**ASHISH KOTHARI**

The case for investing in flourishing in the workplace has never been clearer. In today's turbulent business environment, executive teams face mounting pressures and operating targets that have never been higher. The operating conditions under which executives have to deliver the targets have never been harder. At a time, when they need people to engage more deeply and tap into more creativity and innovation, they are facing a workforce that is disengaged, exhausted, fatigued and burnt out.

In this webinar, learn the latest insights from the science of flourishing at work and see how you can integrate the science backed interventions at individual and system level that can drive 2x higher stock market returns, 21% more profitable, 12-30% higher productivity, 3x more creativity and reduce attrition by 65%.

- **Understanding of latest scientific research on flourishing and its impact on business performance**
- **Learn 2 models for individual and system level interventions to increase flourishing**
- **Learn a scalable transformation approach grounded in data and adult learning principles**
- **Simple, pragmatic tools to implement for yourself, your team, and your organization awareness of your emotional triggers**
- **Learn proven practices to digest uncomfortable emotions in a healthy and productive way**





**ELIZABETH SOLOMON** is a certified Emotional Intelligence Coach, certified Systemic Constellations Facilitator, writer, researcher, and workplace strategist invested in equity, transformation, and positive social change. Bridging business-oriented strategy and intuition-guided development, she has spent over two decades at the intersection of organizational culture, storytelling, and leadership development—a place where transformation happens. Influenced by neuroscience, psychology, sociology, mindfulness, and mysticism, she helps individuals and organizations clarify their purpose, communicate authentically, and redefine “business as usual.” The founder of New Realm Coaching and Consulting, her approach is both data-driven and intuitive—grounded in the facts while embracing our humanity.

# THE BASICS OF EMOTIONAL INTELLIGENCE

What EI is. What it Isn't. And How to Begin Developing it from the Ground Up

ELIZABETH SOLOMON, MOBIUS TRANSFORMATIONAL FACULTY

In a culture where we are constantly told to “do more” and “be more”, Emotional Intelligence (EI) can offer a sustainable and effective toolkit for realizing our goals and visions over the long-haul.

Effective leadership comes alive through a combination of self-study, values alignment, and nourishing relationships. In this masterclass, we will explore the myths and realities of emotional intelligence – what it is, what it isn't, and how to begin cultivating the foundational competencies of self-awareness and self-regulation in order to better lead ourselves and our teams.

Knowing yourself, managing yourself, and growing your capacity to listen are the foundational tools for expanding your leadership potential—and ultimately, your influence.

- **Identify what you are feeling, why you feel it, and how it impacts your ability to perform and relate**
- **Clarify your strengths and limits, leading to a realistic sense of self-confidence**
- **Stay focused and agile in stressful situations**
- **Work from the inside out to expand your capacity for deep listening**
- **Create the emotional conditions for others to contribute their best effort and ideas**



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# HUMAN CENTERED DESIGN AT WORK:

## Principles, Practices and Mindsets for Creative Problem Solving

### ELIZABETH SOLOMON, MOBIUS TRANSFORMATIONAL FACULTY

How do we change behavior within organizations? While knowledge and awareness are critical, they don't necessarily lead to action. In order to see meaningful and sustainable change, we must take a step beyond assumptions and a focus on individual behavior -- have to understand the mindsets, habits, and traditions of a group or team. We have to honor differences, manage biases, and get in a mindset of try, fail and try again.

Many of the culture issues we see in organizations are human-centric challenges. Part of Human Centered Design (HCD) is moving away from the “sage on the stage” paradigm, and acknowledging that everyone is an expert on their own lived experience. It is a method for understanding why problems exist, persist and how to creatively intervene in a way that resonates with a specific group or audience. While primarily used in social change initiatives and product design, the principles and practices of HCD can offer leaders a useful set of collaborative tools to understand the depth of the employee experience and look at evolving the organizational culture.

- **Inspire creative ways of thinking and solving problems.**
- **Leverage storytelling as a way of understanding the employee experience.**
- **Collect data employee surveys just can't get to.**
- **Expand your sense of what's possible for your team.**



**Cecily Sommers** is one of the "World's Top 50 Female Futurists," Cecily Sommers helps leaders anticipate and steward transformational change. Kicking the futurist-as-guru paradigm to the curb, Cecily embeds foresight in leadership development, training clients to become their own best futurists. This is how organizations build the culture they need for the future they want. She is a two-time TEDx contributor and award-winning author of *Think Like a Futurist*.

# HUMAN CENTERED DESIGN AT WORK:

## Mastering the Art of Reinvention: How to Navigate Change with Confidence

### CECILY SOMMERS, MOBIUS TRANSFORMATIONAL FACULTY

Discover how deliberate reinvention is the key to staying ahead in a rapidly changing world. This Masterclass empowers you to recognize and harness the universal patterns of change, just as a futurist does. By developing the ability to "read" change, you'll unlock new levels of performance in both your personal and professional life. Learn to apply these principles not only to navigate transitions with ease but also to scale transformative change across your life and leadership. In this Masterclass, you will learn how to:

- **Recognize cycles of change in history, nature, and your own life.**
- **Leverage these cycles for greater ease and responsiveness.**
- **'Read' complexity as a fundamental pattern of life.**
- **Follow signals of change to navigate transitional periods.**
- **Use a futurist's meta-perspective to overcome obstacles and focus on what matters most.**





**DR. DIANA THEODORES** is a Mobius Senior Consultant, Performance Coach, Speaker, and author of *Performing As YOU: how to have authentic impact in every role you play*.

Diana's transformational coaching inspires leaders worldwide to ignite the full range of their authentic voice and presence, and to bring themselves fully forward. The result is greater influence, engagement, and fulfilment. A native of New York, Diana resides in London and is Director of Theatre 4 Business.

## THE PRACTICE OF PRESENCE FOR LEADERS

### DR. DIANA THEODORES, MOBIUS SENIOR CONSULTANT

In the words of the American poet, Walt Whitman, "We convince by our presence." Your Leadership Presence radiates from your unique *life-force*, and in its fullest flow it elevates the quality of engagement for everyone around you. Whether you lead an organization, a team, a department, or a project, your *Presence Power* inspires confidence, commitment, and buy-in. In this thought-provoking, interactive masterclass Diana invites you into the virtual rehearsal room to explore the 'what', 'why' and 'how' of **Presence**.

Discover the power of:

- **Connecting with your 'first environment' – yourself - before connecting with your audience and your agenda**
- **Effective, micro warm-ups to enliven yourself and ignite your creative thinking**
- **Aligning your energy to your audience and objectives**
- **Investing in your voice and words with intention**
- **Feeling at ease owning your expertise and authority**



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## VOICE OF INFLUENCE

### DR. DIANA THEODORES, MOBIUS SENIOR CONSULTANT

At the heart of leadership is the requirement to find one's authentic voice. It is only when you personally connect to the words you speak that you can inspire, influence, and make a difference. This experiential masterclass explores how to take ownership of words and make them your own with Feeling, Energy, Intention, and Connection. Safely guided and supported each step of the way, by the end of the session you'll have surprised yourself and discovered the voice that the world needs to hear.

Discover:

- **How your body and voice form a powerful instrument of expression**
- **How to tune up before you turn up to be fresh, energized, and invested**
- **The power of intention to make your words come to life**
- **How to harness personal sources of inspiration to empower your 'authentic' voice**

# MAKING THE INVITATION:

## The Foundations of Conversational Leadership

### DAVID WHYTE, MOBIUS ASSOCIATE FELLOW

We commit to others and to a direction we wish to take most effectively through making three invitations: firstly, by identifying the horizon to which we wish to go, secondly, by articulating the ground on which we now stand and lastly, by asking others to join us in the endeavor of getting from where we stand to where we wish to go, all the while being alert to the world as it changes around us. David Whyte looks at seven crucial thresholds that deepen the conversations that shape a more invitational leadership identity.

**DAVID WHYTE** is the author of eleven books of poetry and four books of prose. His life as a poet has created a readership and listenership in three normally mutually exclusive areas: the literate world of readings that most poets inhabit, the psychological and theological worlds of philosophical enquiry and the world of vocation, work and organizational leadership. He is one of the few poets to take his perspectives on creativity into the field of organizational development, where he works with many European, American and international companies. He is the recipient of two honorary degrees.





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# WHAT TO REMEMBER WHEN WAKING:

Disciplines that Transform an Everyday Life

DAVID WHYTE, MOBIUS ASSOCIATE FELLOW

Join David Whyte for a session dedicated to waking into our lives again as if for the first time and then shaping an identity more than equal to what we find there. Throughout time, we human beings have never quite been able to believe the depth, drama and even the disappearances involved in even the average human life. Each one of us grows almost against our will into a steadily unfolding story where the horizon gets broader and more mysterious, the understanding of loss and mortality more keen, the sense of time more fleeting and the understanding of our own mistakes and omissions more apparent. In the midst of this deepening we have to shape a life that both makes sense and is also able to give its essential gift to others: there is no other life than the one that involves this constant beckoning, this invitation to the fiercer aspects of existence.

Through poetry and the insights of poetry - we will look at the fruitful discipline of waking into our lives again, as if seeing it anew and renewed - and the ability that comes from that - to find, then ask, ever keener and more beautiful questions. These foundational questions run through all of our great cultural traditions from the Zen koan in Buddhism to the riddles running through most African and European cultures: they are life changing questions that do not produce easy answers but which help us to re-imagine ourselves, our world and our part in it, and most especially, questions which work to reshape our identities, helping us to become larger, more generous, more courageous; equal to the increasingly more rewarding invitations to a deeper happiness, extended to us as we grow and mature.

## *IT'S STILL POSSIBLE*

*It's still possible to fully understand  
you have always been the place  
where the miracle has happened:  
that you have been since your birth,  
the bread given and the wine lifted,  
the change witnessed and the change itself,  
that you have secretly been, all along,  
a goodness that can continue  
to be a goodness to itself.*



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## A TIMELESS WAY:

The Art and Practice of Creating a More Beautiful Mind

DAVID WHYTE, MOBIUS ASSOCIATE FELLOW

The world exists independent of human thought, but it is seen through the lenses of the mind, and how much stress or unhappiness we undergo can depend on the qualities of perception that we cultivate. One of the most important qualities is to develop an imagination that relies less on engaging the will to think up new things and more on approaching the world with a rested, alert intelligence - one with the courage to simplify, to act and above all, to have a life worth living at the center of our endeavors.

- **Understand where you are in the leadership journey, both privately and in the context of your organization**
- **Develop a clearer sense of the horizon you want to invite yourself and others**
- **Receive an overview of steps needed to make a conversation and an invitation real**



**JOE WESTON** is an international trainer, author, lecturer, consultant, coach and—above all else—an advocate for lasting peace. With a career spanning 30+ years in the fields of conflict prevention, leadership, stress management, and communication, he is a highly sought-after facilitator for individuals, as well as corporations, government agencies, and nonprofits around the world. Joe's approach has been greatly influenced by his work with incarcerated men, US combat veterans, various women's rights groups throughout the Middle East and as adjunct professor for Georgetown University's program of Conflict Resolution.

# FIERCE CIVILITY

Bridging Divides in the Workplace

JOE WESTON, MOBIUS SENIOR EXPERT

In our heightened polarized environment, it seems that our current ways to address charged conversations don't seem to be working like they used to. In this interactive seminar, international trainer, coach and bestselling author, Joe Weston, will share skills and strategies he has developed for dialoguing with others who hold differing views and for seeking resilient, broader win-win solutions. Based on conflict prevention theory, somatic exercises, martial arts practices and basic neuroscience, this session introduces you to ways to shift your work culture to one of mutual empowerment and deeper levels of respect, dignity, belonging and collaboration.

- **Reframe the concept of civility that can fiercely and gracefully withstand challenging encounters and effectively flow through them**
- **Sustain nervous system regulation and decrease reactivity in tense moments**
- **Increasing non-judgmental critical thinking**
- **Recognize and then pivot away from unexamined internal polarities that keep us in patterns of opposition**
- **Empower yourself and your teams to find common ground and establish new alliances in surprising places**



We are excited to bring you these focused virtual offerings.

The impact of these seminars can be amplified with facilitated peer learning circles or discussion guides for peer led reflection sessions. The sessions may be arranged on short notice as needed and integrated into offsite meetings or other group gatherings.

We hope Mobius Masterclasses will lend themselves well to the pressurized fast-paced world we are currently living in.

To explore hosting any of the Masterclasses, please write to our Chief Innovation Officer, Stephenie Girard at **[Stephenie.Girard@mobiusleadership.com](mailto:Stephenie.Girard@mobiusleadership.com)**



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**MOBIUS EUROPE**

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