



REIFRAMING! Seeing something else

This Week's Research Reflection

## #3: Creating Organisational Waves with a Systemic Mindset

**Exploring how blending education and systemic consulting can spark transformative movements in organisations.**



As I approach the conclusion of 2024, I find myself reflecting on the impact of five global culture- and innovation programs of this year. Combining education and consulting provides structured learning alongside practical, real-world applications. In my work, I have explored change and organizational interventions, and the challenges of bridging education and consulting together. When these two are integrated, people become both the master and the teacher, which is also what drives long-lasting change.

One initiative, designed for a global private equity company, focused on crafting their leadership strategy and practice. Through this process, we developed a research-based framework that laid the foundation for long-term cultural and strategic growth. A second initiative involved a cultural evolution project in Greece, while a third initiative was an innovation program with a global construction company. Similarly, the fourth program addressed the creation of an innovation culture in a global med-tech corporation, whereas the fifth initiative, just started, supports a consulting company in the transition towards a new philosophy of value creation.

This logbook focuses on two of these projects, that both has systemic design principles. Rather than reporting what I did, it tells the story in the words of leaders who sponsored the initiatives. It starts with a few words on the third program, on innovation, and then bring learnings from the project in Greece. Curious to read more of the dialogic mindset? A useful theoretical perspective can be found in the article by Gervase Bush and Robert J. Marshak, Ph.D. [Dialogic mindset](#)

*Malin Pedro*, Curator and Program Director

*This reflection is part of my discovery journey. If you are interested in reading more, contact me.*



## Project 1: Innovation and Leadership Program for global talents with the aim to Scale Innovation

Over nine months, in the UK, Prague, and Sweden, we led talented professionals through a program aimed at scaling knowledge and positioning them at the forefront of their industry and into unknown areas of Sustainability. Here's what the Innovation Manager from this construction company had to say about the program:

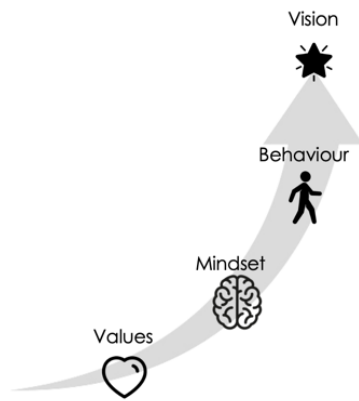
*"Usually we do project in our programs but after they have been presented the last day of the program, nothing changes or happen. We get tools as inspiration for our leadership practises, but they are never lived after the program, our meetings keep the same shape. Programs have low engagements of stakeholders and leaders –they are doing other things than taking part in the leadership programs.*



*But in this program, so many leaders where involved, what a messy thing to organize for you, but now we see the waves you are creating. **Your program feels like a living organism that permeates the organization.** The projects we worked on have become central topics of conversation—they're still alive, and people are actively embracing the leadership mindset. During the last session with top management, everyone was surprised; **it was something entirely different.** And as a testament to the program's culture impact, the entire group took a private trip to Florence after the final session—a powerful reflection of the program's influence."*



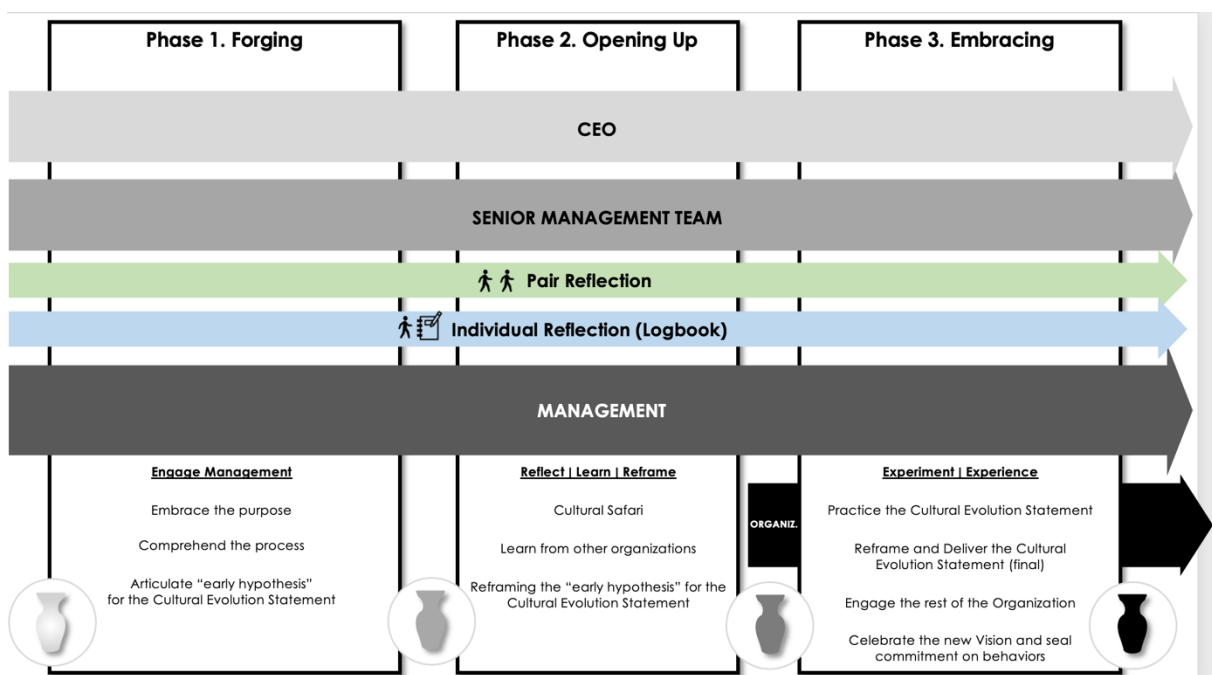
## Project 2: Cultural Evolution Program in Greece



Over the course of nine months in Athens, we guided leaders through a Cultural Evolution program designed to redefine how they work together in a more meaningful way. Informed by transformational leadership and systemic thinking, this process nurtured key principles that shaped both individuals and the collective.

The organisation's context was in profound transformation, similar to those that many organizations are currently facing: changes in the competitive scenario of its industry, new internal governance, and, in this case, a relatively new leadership team. In the light of this transformation the organisation had defined a new strategic direction. This new context, leadership, institutional setting, and strategy required a cultural evolution.

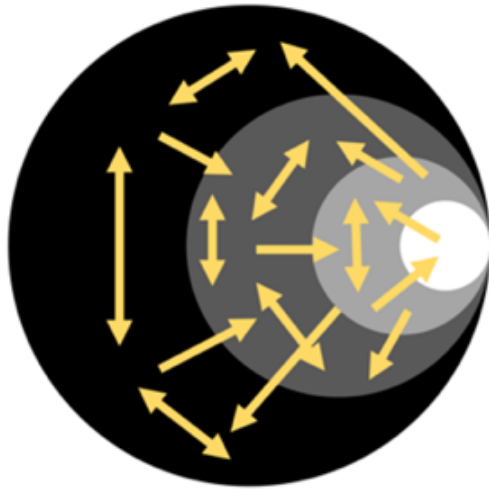
Our starting question: **How to embrace the change and enact this new culture, in order to proactively drive the organization into the journey ahead?**





Here's what a senior leader said about the program:

*"When we first embarked on this cultural evolution program, **I found it challenging to trust the new approach.** It was different from the methods I had traditionally relied on. You proposed something outside my comfort zone, and initially, I struggled with accepting that. But what's*



*fascinating is that the very mindset I found difficult to embrace has now become central to our shared progress. It's funny to think about how reluctant I was at the beginning, but over time, I learned to trust – trust in the process, in your experience, and in the proposal itself. That trust was what allowed us to begin this journey.*

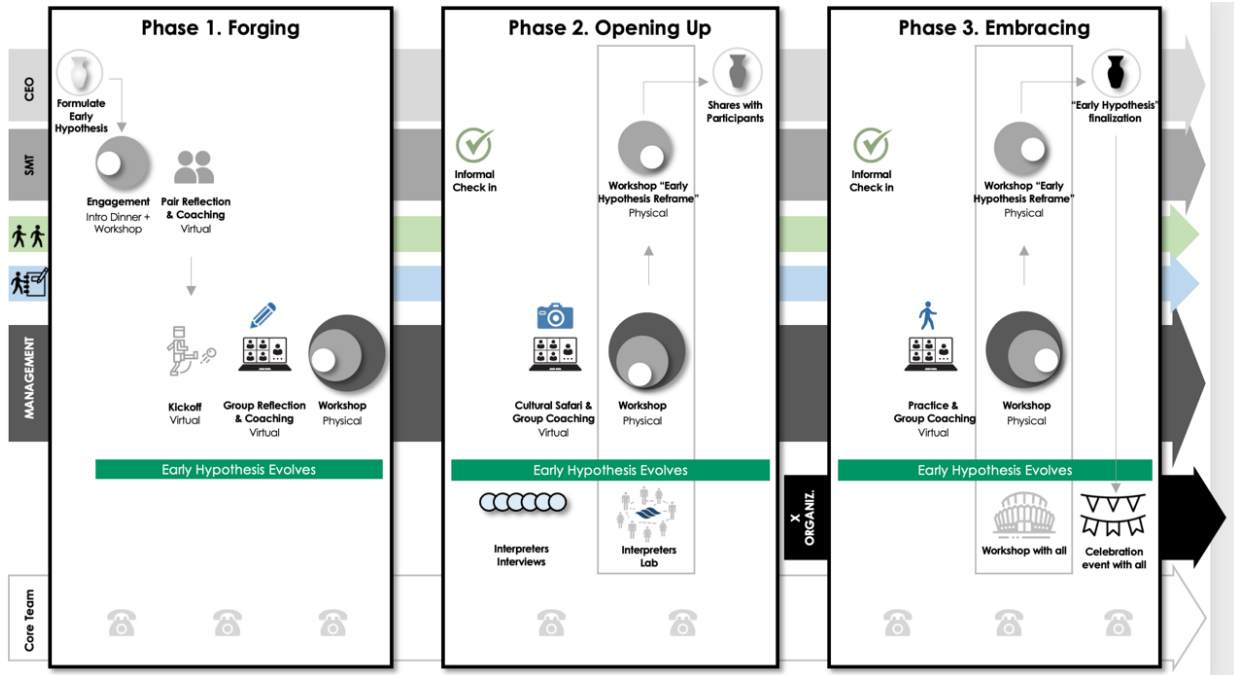
*What has surprised me most is how engaging this exercise has been, not only for our managers but for the entire organization. As we expanded the program across teams, the natural engagement was remarkable. Whether it was through the paintings, the fishbowl exercises, or even interactions with our external and global counterparts—who initially seemed so far removed from this process—what we saw was genuine involvement. Few people said 'no.' In fact, it was striking how even those who were reluctant eventually became champions of the initiative.*

*The key was giving people the chance to be heard, asking questions that were rarely posed to them. This dialogue shifted the trajectory of our progress and opened up new pathways for everyone to participate in this journey.*

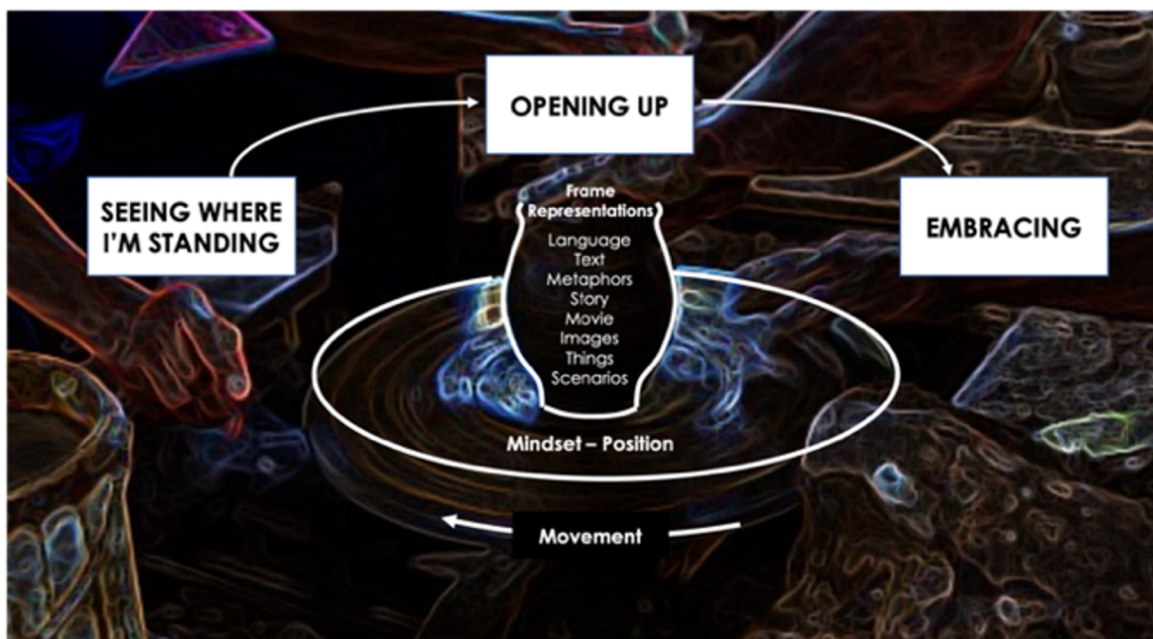
*One important thing I've realized is the power of being authentic. People can sense when something lacks sincerity. Being inclusive is essential—everyone, regardless of their role or background, shares the same fundamental desire to contribute. They may express it in different ways,*



but that desire is there. And while we might not all be on the same page at the start, we've been able to build something meaningful together.

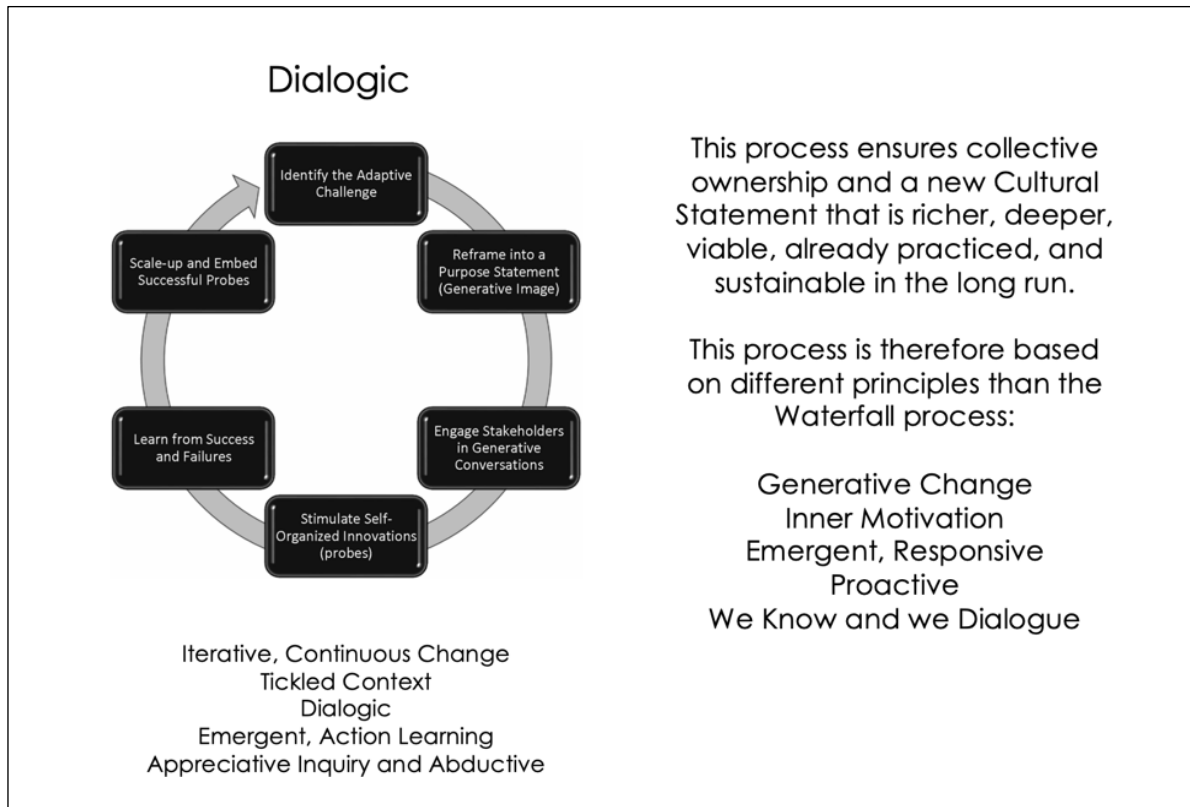


**What we see today is truly amazing.** Sure, there are still challenges, and people are trying to grasp the full picture, asking themselves, 'What do we do next?' But from the series of questions and discussions we've had, I'm confident that we've taken the first step, and this will naturally lead to a second and a third step. The momentum we've built is undeniable, and it's clear that this journey is far from over."





## Approach



## Seven Outcomes

1. Role Modeling Leadership  
Leaders have embraced their role as models for cultural change. This shift has been instrumental in fostering an environment of trust, transparency, and accountability.
2. Co-Creation of a Shared Vision  
An unexpected outcome of this journey has been the development of a vision and two new values for the future.
3. Leading with Purpose  
The program has emphasized the importance of purpose-driven leadership. This has resulted in a renewed sense of energy and motivation across teams, as people are more connected to the 'why' behind their work.



#### 4. Stimulating Systemic Thinking

A critical aspect of the Cultural Evolution Program has been fostering systemic thinking. Teams have developed the ability to see the bigger picture, recognizing how various parts of our organization and external forces interact. This has led to more thoughtful, strategic decision-making and a deeper understanding of the complexities we face in a globalized, rapidly changing environment.

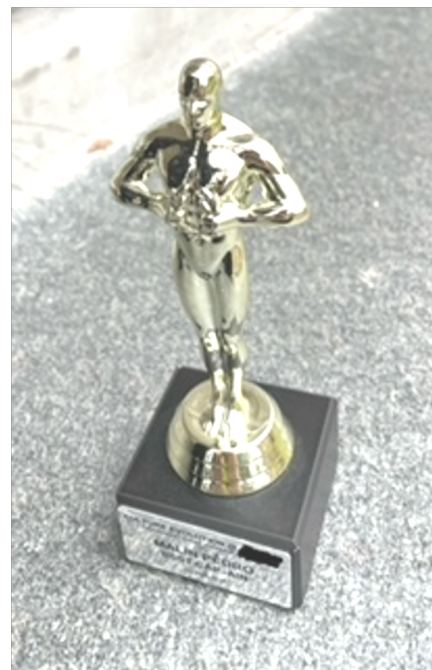


#### 5. Inspiring and Challenging the Status Quo

Through stimulation and purposeful dialogue with interpreters, we have encouraged leaders to question existing assumptions and explore new perspectives

#### 6. Caring for People and Fostering Dialogue

One of the most profound outcomes of this program has been deepening the commitment to care for people. It has cultivated a culture of genuine consideration and support, where open dialogue is encouraged, and diverse voices are not only heard but valued.



#### 7. Telling Your Story

The art of storytelling has become a powerful tool in driving cultural evolution. In filmmaking, music and with storyboards the participants have shared experiences, successes, and challenges.



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In the international learning space  
Exploration takes the lead  
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**From sketches on the artist's page  
To wisdom of the ancient sage  
We build the tools of tomorrow's plan  
Rewriting rules of where we stand**

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About the writer



of this logbook: take a look at [www.pedro.se](http://www.pedro.se)