

Transforming the way  
organisations meet and lead



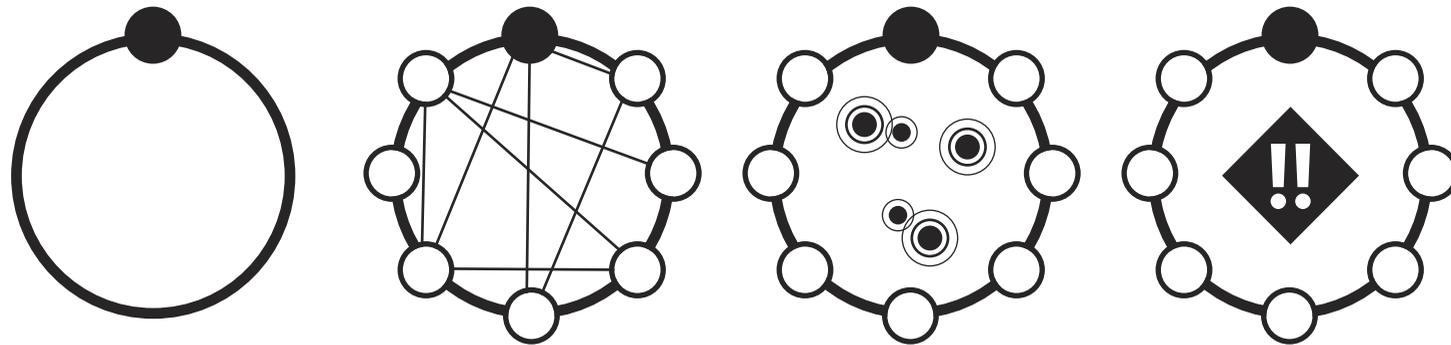
## THE **nowhere** PRACTICE

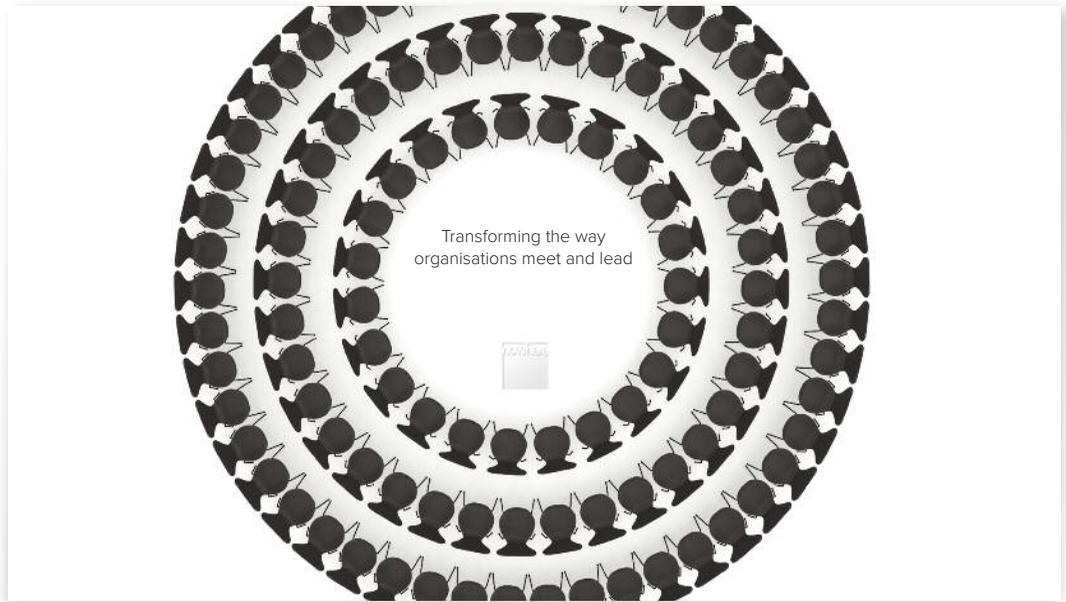
Since the mid nineties, **nowhere** has been working behind the scenes and at the highest levels, with multi-national companies all over the world, tuning the creative frequency at which their cultures operate.

Our 'practice' is born from a unique blend of insight traditions, creative and organisational disciplines and doctoral research, and has over twenty years of development and refinement with some of the biggest brands and most inspiring leaders.

It enables us to work in creative partnership with our clients & partners to:

1. **Design, catalyse and choreograph business breakthroughs** ie. breakthrough strategies, innovations, projects, teams, meetings and cultures.
2. **Transform the way they meet and work** ie. the way they think, relate, lead and organise, so they can move into states of peak performance and collective flow.



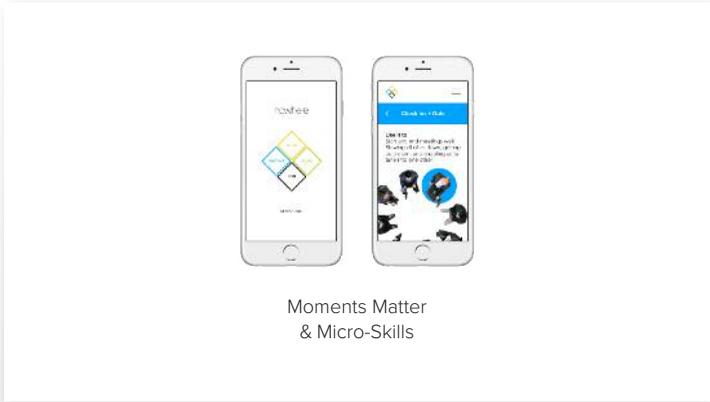


**Transforming the way organisations meet and lead**



Holding Space  
& Empty Mirror

**Holding Space & Empty Mirror**



Moments Matter  
& Micro-Skills

**Moments Matter & Micro-Skills**



Meeting Forms  
& Circles

**Meeting Forms & Circles**

## THE NEED FOR A DIFFERENT APPROACH

In a volatile, uncertain, complex and ambiguous (VUCA) world, thinking that doing more of the same, but a little bit better, is good enough (it's not!) is just stupid. As is thinking all you need to do is work harder and longer hours (you can't!). The real challenge of our time is to learn how to think, relate, lead and organise differently, so you can transform not only your productivity, but also your creativity and capacity to innovate at new and novel intersections.

So, whether you are experiencing quantum shifts in your industry, or a burning platform in your business, or are riding a creative wave and just want to stay on it, breaking through this cultural ceiling is a critical imperative.

You know you are hitting up against this ceiling when you are time poor, when silos and egos run the show, when your meeting culture has become ineffective, when it is unsafe to speak up and challenge the status quo, when people are pushed to do more rather than be more, and when there is only one speed – fast!

### **To break through this ceiling you need to move beyond...**

- 'Hero' leaders, who believe they 'know the answer', and who hold court with their big brains (and big egos)
- Ways of meeting that are simply decades out of date, but are still the dominant human operating system of most corporate cultures
- Leadership development that still focuses on filling leaders up with information, rather than building communities of practice that unlock the collective intelligence of populations

It's time to shift the paradigm and see leadership development as a relational and systemic phenomenon, designed to create leadership movements across entire organisations and beyond.

'It's time to wake up from the collective trance of unproductive and dysfunctional meeting cultures.'

# Is your culture...

nowhere

**Time poor...?**  
Confusing busyness with productivity

**Fragmented...?**  
Led by fiefdoms & politics

**Driven by ineffective meetings...?**  
Agenda and presentation driven

**Primarily money and ego driven...?**  
Status, self-interest and financial reward

**Risk averse...?**  
Fearful of things that are new,  
different and unproven

**Unsafe...?**  
Difficult and dangerous to speak up  
and challenge the status quo

**Pushing you to do more...?**  
To work harder and longer hours

**Only able to work at one speed...?**  
Fast but ineffective, spinning wheels

**Always comparing itself against others...?**  
Obsessed with norms, metrics  
and benchmark-standards

**Trapped in a 'more of the same' strategy...?**  
Articulated as financially-driven stretch goals

**Time rich...?**  
Elegantly and purposefully moving like a  
flock of birds

**Integrative...?**  
Led by the creative power of difference  
and intersection

**Powered by great meetings...?**  
Intentional inputs, deep listening, pattern  
recognition and flow

**Primarily purpose and passion driven...?**  
In service of a larger endeavour that is  
intrinsically rewarding

**Able to use risk to stimulate creativity...?**  
Stepping out of our comfort zones to  
constantly find better ways

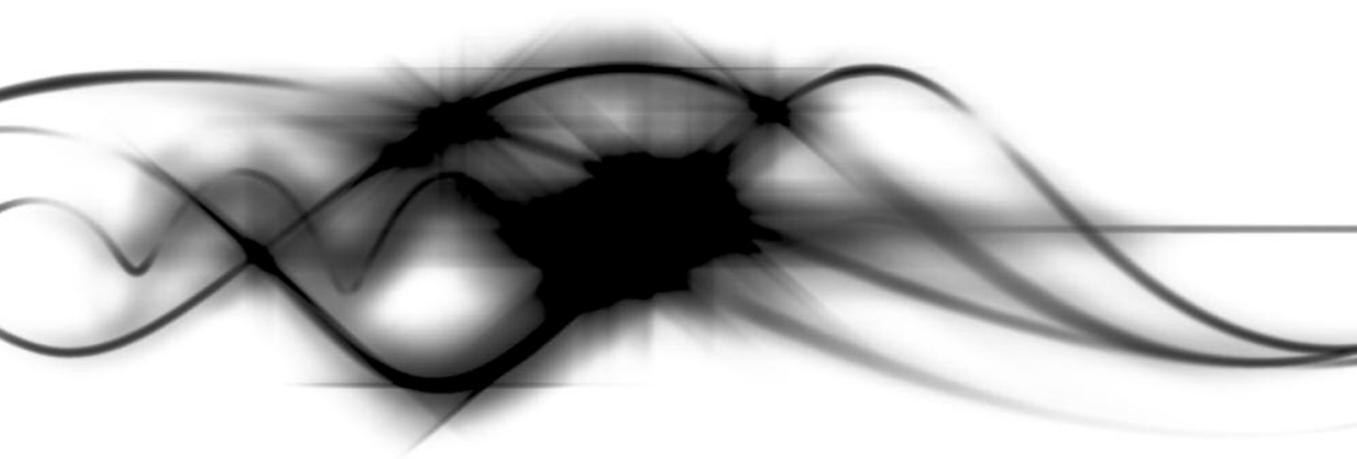
**Safe...?**  
Very easy to speak up and challenge anyone,  
including my leader

**Inspiring you to be more...?**  
So you surprise yourself with what you  
can achieve

**Able to work at different speeds...?**  
Knows when and how to speed up and  
slow down

**Confident to shape new & next practice...?**  
Able to fail fast in order to develop true  
differentiation

**Enlivened by a differentiating strategy...?**  
Expressed as an elegant set of chess-moves  
for shaping and making new futures



## A DIFFERENT APPROACH

Having spent over twenty years designing, catalysing and choreographing experiences and journeys for some of the world's largest companies to help them break through their biggest, most complex challenges and intractable issues, it came to our attention how nearly every company was struggling with its meeting culture. And for many years, without actually knowing it, we had a solution right under our nose.

Organisations waste enormous amounts of time, energy and resource in unproductive meetings. So, transforming the way organisations meet has to be the simplest and most profound way of increasing a company's productivity, creativity and capacity to innovate. It is the meta unmet need of most organisations.

Let's face it, we have collectively become stuck in a big rut, where we take our approach to meetings for granted as a default, rather than see it as a leadership muscle to continually build and strengthen, and an organisational capacity to expand. Furthermore, for us, how a leader runs their meetings is often a direct reflection of their level of consciousness.

By transforming the way your organisation meets, you can:

- **Shift populations**, not just individuals, as meetings are the DNA of organisational life
- **Significantly transform performance** because it takes the way you think, relate, lead and organise together to a whole new level of focus and effectiveness
- **Build communities of learning and practice** that energise and resource your leaders to lean into a new and exciting journey of growth and development

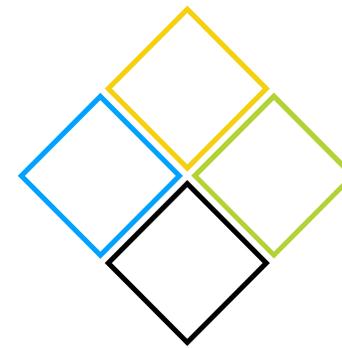
# NEXT GEN MEETING CURRICULUM

Most executive development still focuses on the individual, as leader, and is often blind to the need for creating a collective and communal shift that generates sustainable business benefits at scale. This is why, for us, embedding next gen meeting cultures in organisations is also an innovative way of introducing leaders to a whole new ecology of subtle skills and post-conventional capacities.

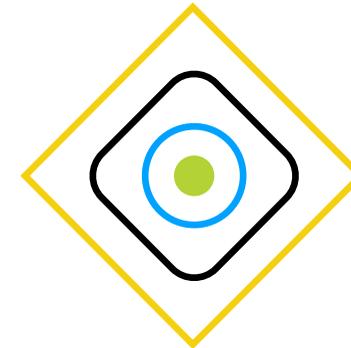
To this effect, we have spent the last five years decoding why most meeting cultures are so broken while also developing the antidote. We did this by focusing on what we saw makes the difference, stripping it back to its essence, and then turning these elements into a simple, practical and scalable curriculum that can be replicated at pace in a sustainable way.

For us, next generation meeting cultures are built upon three building blocks:

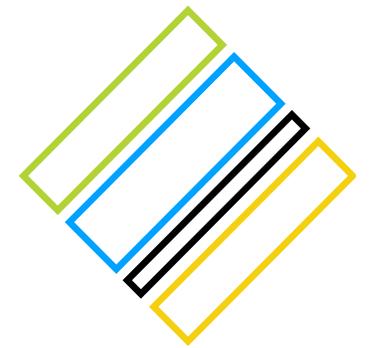
- Leaders knowing how to **hold space** instead of take it up – spaces that tap into collective intelligence and not just individual intelligence
- Knowing how to tune into, lean into and intervene in **moments that matter** – moments of elevation, contact, tension and insight that make the difference, as opposed to these moments being lost in the noise of organisational life
- Understanding **the hidden code** of a great meeting – the core principles, rhythms and forms – so this becomes the norm and not the accidental exception



**Holding Space**  
(& Empty Mirror)

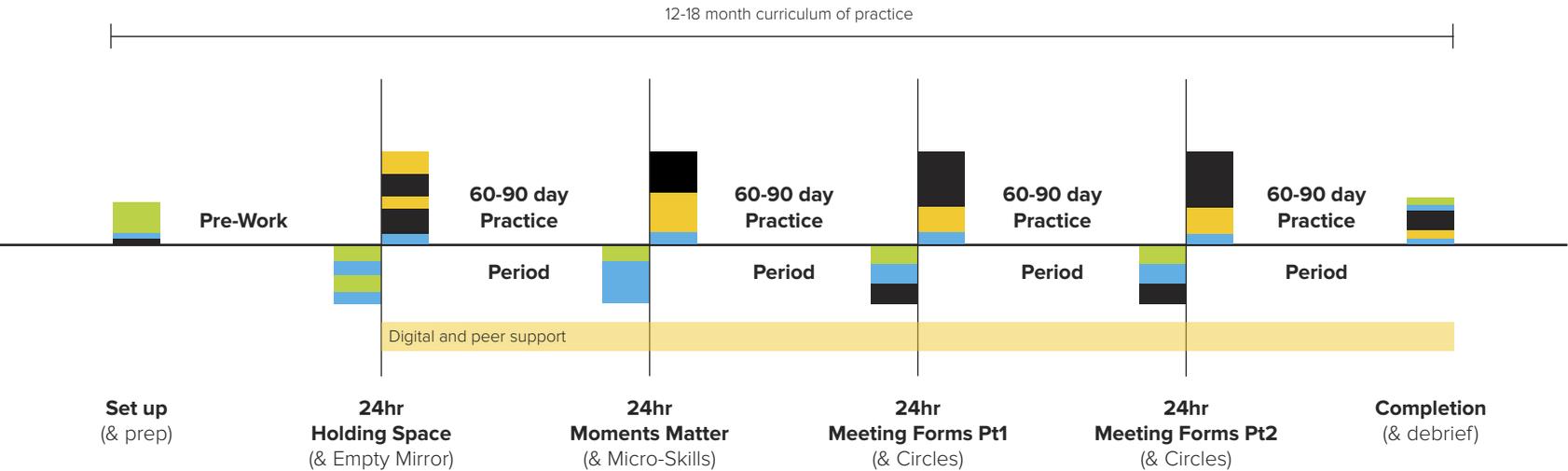


**Moments Matter**  
(& Micro-Skills)



**Meeting Forms**  
(& Circles)

# AN ECOLOGY OF PRACTICE



To introduce and activate these three building blocks, our next generation meeting curriculum uses a novel format designed around:

- A series of four intense 24-hour experiences – run every three-to-four months, over a 12-to-18 month period
- Supported periods of 60-90 days between modules, where participants practise applying their newly learned skills and frameworks to everyday work, which is then added to and deepened further in the next module. This is how the practice becomes embedded in their muscle memory
- A set of digital products designed specifically to increase awareness, and support skill development and practice
- The opportunity to train and licence an internal community of ‘catalysts’ to scale these products and experiences across large populations

This ecology of practice can also be ‘anchored, amplified and enriched’ further with other breakthrough methodologies that can be applied in real-time to business-critical issues and opportunities, not only delivering accelerated solutions, but also generating an even larger ‘pull’ from the wider organisation to want to learn these new ways of meeting and working.

What's different?

BREAKING THROUGH  
**the ceiling**

AN ECOLOGY  
**of 'practice'**

HOLDING SPACE  
**and Empty Mirror**

MOMENTS MATTER  
**and Micro-Skills**

MEETING FORMS  
**and Circles**

nowhere



### **Holding Space & Empty Mirror Summary PDF**

## WHY HOLD SPACE?

Leaders are experiencing a quantum shift in context, where both problems and opportunities are becoming more complex, blurred, hyper-dependent, digital and diverse.

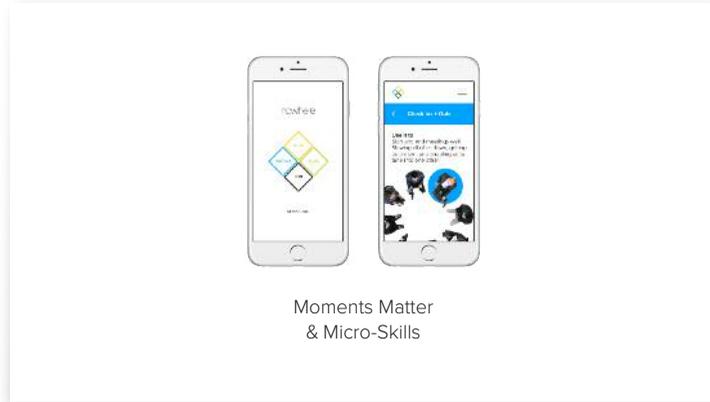
This shift in context means it is no longer possible for an individual (be it in a team, an organisation, or a government) to hold all the information, to spot the warning signs, or to find the most elegant solution.

The challenge for leaders is to step out of the middle, and from being at the centre, to instead create spaces that feel held, purposeful and charged with energy, so people are called forward (evoked) to do things they never thought they could do.

These spaces allow new possibilities to arise and latent potential to be released. And, this is before a thought is thought, or a word is spoken.

They also need to be strong enough to hold the uncertainty and emotion that comes with disrupting the status quo – and safe enough to speak the truth. They must create the need and the desire to step into the unknown, as well as the stillness needed to catch the fragile and fleeting glimpses of 'the new' that inform and fuel new patterns of thought and action.

This is how we move meetings from high performance to peak performance.



**Moments Matter & Micro-Skills Summary PDF**

## WHY MOMENTS MATTER?

We can't work any harder or longer hours, nor can we expect others to do the same. A growing number of people are already working all hours of the day, most weekends and into their holidays. It is of course an unsustainable way of increasing productivity.

Unfortunately we find ourselves trapped in these 'achiever' cultures that relentlessly, obsessively and often unhealthily push for ever increasing levels of performance in lazy ways.

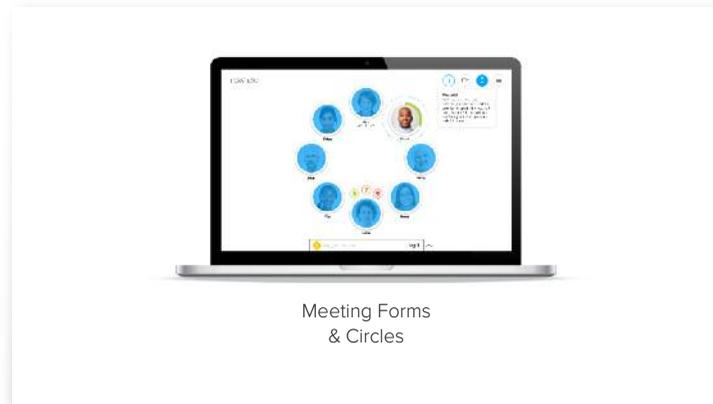
The ultimate tragedy here is how the push for high performance undermines any chance of reaching peak performance, and of unleashing new levels of productivity and creativity.

Peak performance is not about relentlessly pushing. Rather, it is about optimising the conditions for breakthrough – those sublime moments that irreversibly shift our thinking, move us forward, bind us collectively, and release the energy needed to create new movement – and then knowing how to recover and go again.

Tuning into and shaping these moments is a core skill of advanced organisational cultures, because in peak performance the moment is always full of both power and danger.

In these cultures, individuals and teams have honed the way they work and interact in the moment. They know that when they deepen their listening, use their voice, give candid feedback, disclose, appreciate others, value difference, step into the unknown, see pattern and catch the fragile glimpses of 'the new' – that these moments energetically move us and transform us, such that we change, the way we think changes, and the way we think together changes, enabling us to move forward with heart, mind, power and focus.

## WHY TRANSFORM THE WAY YOU MEET?



Meeting Forms  
& Circles

### Meeting Forms & Circles Summary PDF

95% of a leader's time is in meetings, preparing for meetings, or having meetings about meetings. And yet most meeting cultures are wholly unsatisfactory for all involved at the level of effectiveness, use of time, cut-through and breakthrough – often achieving none of the above.

The way we think about, plan and run meetings is simply out of date. You could go as far as to say that most organisations are stuck in a collective trance, where ill-disciplines and bad habits run the show, and yet for some reason we accept this as the way things are.

This is crazy when we come to understand that meetings are the only stage upon which leaders perform their craft, a craft that they should continue to grow into and master over time.

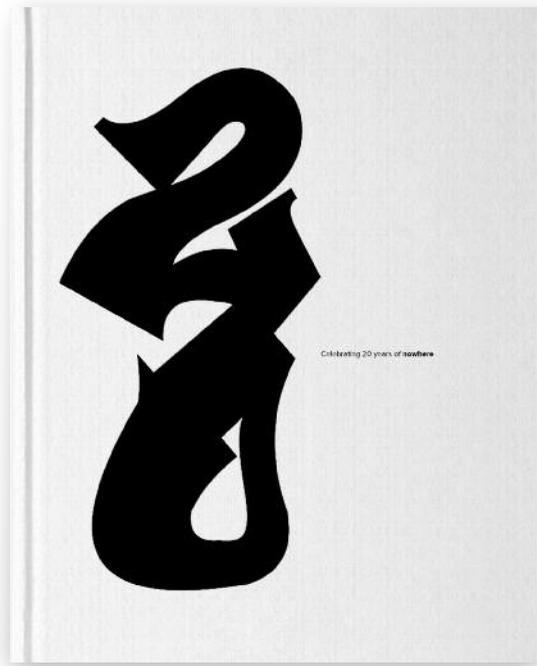
Transforming the way we meet is needed more than ever before, not only to help businesses grow and reinvent themselves, but also to help us all face into the super-wicked problems of our time.

We need to unlearn what has become the norm, and we need to see with fresh eyes how we can use time, space, information and energy differently in the way we meet.

This is how meetings stop being a huge waste of time, and start being a great use of time, enabling us to shape amazing futures together.

So, what if we could save you 10% of your time by showing you a different meeting paradigm? What if that number was more like 40% as well as enabling you to be four to five times more productive? What if we could also amplify your creativity, decision-making and communication skills?

If we change the way we meet, we will literally change our world.



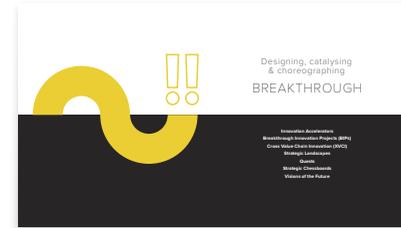
**The Hum**  
Celebrating 20 years of **nowhere**



**Our Core Practice**



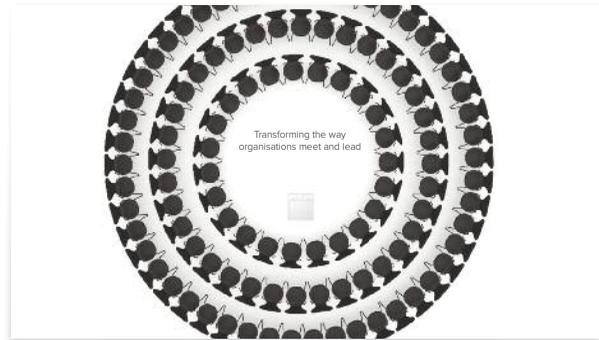
**Tuning Teams**



**Designing, Catalysing & Choreographing Breakthrough**



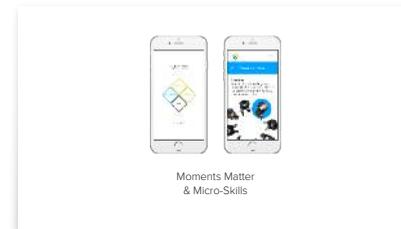
**Building Eco-Systems & Cultures of Innovation**



**Transforming the way organisations meet and lead**



**Holding Space & Empty Mirror**



**Moments Matter & Micro-Skills**



**Meeting Forms & Circles**



**Catalyst Training**



**nMaps**



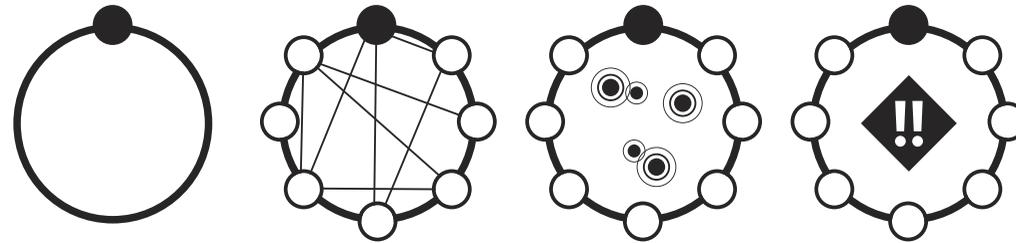
**Riding the Creative Rollercoaster**



**Evocative Leadership & Catalyst Skills**

# nowhere

Catalysing Breakthrough



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