

# THE CONSTELLATION

*Architects of Evolution*

**con·stel·la·tion** - a configuration of stars historically used to navigate to new worlds; a group of characteristics or ideas; a circle or gathering of remarkable people.

Cover Artwork | Christopher Bucklow

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# WHO WE ARE

The Constellation is a global community of incomparable thought leaders, practitioners and institutions devoted to the mindful evolution of society - its worldview, operating models and applications. Our unique insights, whole-of-system solutions and emergent collaborative praxis help leaders and their organizations become a force for good in the unending quest to create a better world - today and for future generations.

We have an extensive international network and faculty as well as links to universities on every continent. As such we engage *inclusively* global (rather than *exclusively* Western) perspectives, drawing upon diverse cultures and indigenous wisdom as well as the ancient and respected heritage of enlightened leadership. Our members are carefully chosen for their integrity and their exceptional creativity, imagination, passion, originality, foresight and trans-disciplinary expertise.

We feel compelled to work together because we appreciate that a viable future requires alternative beliefs, together with a new kind of leadership, that extend beyond the current civilizational worldview - models that humanity is only just beginning to express and cultivate. By practicing collaboration in a spirit of open generosity and by sharing perspectives, concepts, resources and networks, we are better able to assist those with whom we work.

# WHAT WE DO

The Constellation helps the world's foremost enterprises, institutions and their leaders transcend current dilemmas to create preferred futures while continuing to generate greater value in the present.

Our advice and methodologies are designed to grow capacity, liberate wisdom and inspire purposeful change. As strategists, advisors, mentors and coaches to Presidents, Heads of State, CEOs, Boards of Directors and senior executives, we engage leaders in transformative conversations that probe deeply and fearlessly under the veneer of "business-as-usual". In doing this, we are mindful of the need to support leaders in becoming more skilful in navigating the demands of the "here and now" while simultaneously forging new pathways forward.

As each organization is unique, no engagement is the same. Each assignment has its own generative qualities based upon real-world dynamics and real-time issues. We provoke highly participatory learning experiences, integrating these with uncommon advice and the specific knowledge of our clients. Key activities make use of *retreats, learning laboratories, group work sessions, one-on-one mentoring and executive coaching, and decision theatre technologies*.

The result is leaders able to stand confidently in uncertainty and ambiguity, with a clarity of purpose, using creativity, strategic intelligence and their intrinsic abilities to respond to whatever is next.

# WHO WE WORK WITH

Today's pervasive language of "crisis" can often lead to crude, quick-fix trade-offs and ill-considered action, stifling more intentional long-term change. Short-term pressures mean that leaders frequently fail to take honest stock of where they have been, where they are now, and where wisdom invites us all to craft more ethically resonant yet prosperous futures.

This failure has led to rapid, hyperactive responses, profoundly flawed in lacking proper consideration of future consequences. Meanwhile any focus on more

transformational work is submerged in a clamor of ill-considered, imprudent exploits, accompanied by the noise of narrow-minded experts advising more of the same, without foresight or any appreciation of emergent complexity.

It is time to take deliberate stock of the past, present and the future – of ourselves, our businesses, their culture and adaptive rationale, and of the governance of society as a whole. We invite leaders and their institutions into this dialogue for "deeper" design.

Our faculty have worked with an extraordinary variety of global corporations, international governmental and non-governmental organisations, government departments and entrepreneurs. We carefully deliberate when considering new client partnerships. Our relationship nurturing process is designed to determine a fit according to the following criteria:

***Opinion Makers*** We work with the decision-takers in society - those entrusted with leading transnational corporations, international governmental and non-governmental organisations, major cities and nation states.

***Market Leaders*** Our clients are market leaders - characterized as much by their willingness to accept responsibility for initiating profound change in their respective spheres of influence as by their admired market capitalization, revenues and brands.

***Rising Stars*** We also engage with emerging leaders, innovators and brands, not always on the market radar, but destined to play a role either transforming their industry or pioneering new ones. Characterised by their youth, agility, and openness, they are uniquely placed to rapidly grow, learn and become Opinion Makers and Market Leaders.

***Longer-Term Horizon*** In a world consumed with exit strategies and short-term thinking, our clients differentiate themselves through an enduring pledge to the longer-term. With institutional visions of ten, fifteen years or even more, these organizations appreciate the multi-year nature of our mutual commitment.

***Conscious Leadership*** With the benefits and freedoms of longer-term horizons in mind, our clients appreciate their role as corporate citizens and global stewards. As such, they aspire to increasingly use their business and governance platforms as catalysts for positive industry and societal transformation.

# OUR PHILOSOPHY

In order to achieve and sustain success in today's globalised marketplace we need to develop more systemic perspectives and sustainable practices. Complex strategic dilemmas and diabolical policy challenges are inviting leaders everywhere to shift gears in order to explore a wider, deeper and more coherent set of salient drivers. To thrive in this world, decision makers at all levels of society are having to adopt a more integral approach that transcends today's views of what is possible.

The real "game-changer" strategies for civilizational renewal have more to do with shifting prevailing mindsets. Only through a shift in consciousness will we be able to unlock individual and collective wisdom more appropriately. How leaders navigate future pathways requires objective and clear sighted deliberation as well as reflective intuition. Sometimes a small considered step will be more powerful and viable than a giant leap.

We help clients transcend the gravitational pull of a past that is dying and fixated on

growth to envisage and enact strategies for broader well-being that are at society's leading edge. Within this context we provoke and inspire progress across four distinct dimensions of human capability: individuals; leadership teams and coalitions; discrete enterprises; and entire business ecosystems.

Drawing from decades of research in leadership, innovation, management technologies, philosophy, the sciences, elite sports, organization development, neuropsychology, social change, the arts and human evolution, we co-design and embody some of the most advanced and powerful leadership skills and tools available anywhere.

This thinking framework and praxis is used to expand leader consciousness and release latent energy, thereby catalyzing organizational vision, capacity and governance in engaging higher levels of performance.

# GUIDING PRINCIPLES

The calibre of our faculty [their mindful intentionality, individual operating systems and ability to work synergistically] is without comparison. Yet what sets The Constellation apart is our rigorous alignment around a compelling partnering ethos comprising six principles:

- We are open, authentic and transparently honest in all of our interactions - with each other and with clients
- We aspire to the highest levels of personal and professional integrity, offering unparalleled artistry and craftsmanship in the service of those who, like us, seek the most beneficial futures for humanity
- We nurture our individual and collective abilities, setting aside self-interest in the service of a higher intent and purpose
- We operate from a planetary perspective of mind and possibility, modelling the future of organizing and leading by practicing this in all that we undertake
- We invite genuine transformation through processes that use past and current paradigms as the fulcrum to effect transitions into the new
- We are deeply committed to a more inclusive understanding of values both in commercial and community engagements

# OUR ENGAGEMENT MODEL

***Our Work*** The Constellation's work revitalizes a rich heritage (most commonly found in the arts, literature and philosophy) which runs like a golden thread through the course of human achievement. In this wisdom-sharing tradition, an intimate relationship between master (mentor) and apprentice (protégé) focuses on enabling a new, more integral praxis that transcends particular worldviews, ideologies and genders.

While Masters do not have all the answers, they are able to guide apprentices in a co-evolutionary journey towards the realization of wisdom, by posing alternative questions and creating a unique space for learning. As architects of evolution our mission is to bring that rich tradition to life in an expanded consciousness of the art, science and craft of designing and leading new futures. We bring this relationship between mentor and protégé to life both individually and collectively.

***Our Quest*** The philosophy held by members of the Constellation is founded on abundance, integrity and a generosity of spirit through collaboration. We seek to live in a world where we openly share mastery with you in whatever we co-evolve. Accordingly we do not attempt to set artificial goals, solve simple problems, or deliver a pre-determined product. Rather we enable a constant, aspirational expansion of our relationship in ways that amplifies value and liberates mutual wisdom.

***Our Promise*** Our earliest task is to discover how we can partner with you in your learning so that, together, we can constantly improve the character and delivery of our collaboration. Once found, we use our knowledge and networks to hold a carefully structured space on your behalf, continually aspiring to the highest of ideals and outcomes. We promise to support you in this way until you have gained a similar mastery within the space and are confident of transferring this mastery to others. In this way your learning becomes generative, embodied, integrated and enduring.

***Our Value*** It is from the perspective of our promise that we negotiate with you how to value our collaboration as well as our contribution to that collaboration. This allows you to make provisions for every stage of our journey together, including paying to us a proportion of the value we create together over the course of our relationship.

***Our Responsibility*** The Constellation is not just unique in philosophy, promise and value but also in the manner of the responsibility we feel to you and to your purpose. In the manner of the medieval guild Masters we want to be held fully accountable for every aspect of the work we do together. Our standards of ethics and governance ensure that accountability decisions are held in an unflinchingly transparent code of conduct.

# STEWARDSHIP TEAM

Please see the profiles below to learn more about our stewardship team. Other members of our global network and faculty contribute as required.

## **Professor Dr. Richard Hames**

Recently described as “one of the century’s most foresightful corporate philosophers” Richard is widely considered to be among the world’s most influential intellectuals and leadership strategists.

An Australian citizen, educated in Europe and domiciled in Thailand, Richard is currently Founding Director of the Asian Foresight Institute at in Bangkok; President of The Hames Group (a distributed think-tank and design laboratory comprising thought leaders from all fields of human endeavor); President & Chariman of Australia 21; an adviser to ASEAN on strategic resilience; Fellow of the World Academy of Art & Science; and a member of the International Advisory Board of the Climate Prosperity Alliance.

Richard’s early international experience as a strategy consultant was inspired by a close professional friendship with the legendary Dr W Edwards Deming. Today Richard works internationally as an adviser and leadership strategist to governments, institutions and multinational corporations. He is also personal mentor to Presidents, Heads of State, and advises some of the world’s most innovative companies.

A dynamic public speaker and celebrated writer, Richard is author of the best-selling books *The Management Myth*; *Burying the 20th Century*, and *The Five Literacies of Global Leadership*. He is currently working on his fourth book entitled *Dancing with the Future - The Art and Practice of Strategic Navigation*.

## **Mr. Laurent Labourmène**

Laurent Labourmène is an advisor, strategist and mentor, an international award winning social entrepreneur and a ‘maven’ and ‘connector’ for world-changing people and world-changing ideas. A spokesperson for leadership reform, his passion for revitalizing the art, science and craft of leadership is at the vanguard of innovation in the field.

In addition to stewarding for-purpose ventures, Laurent advises, mentors and coaches decision makers and leaders across diverse fields and industries that are committed to creating better futures. Laurent is also: Member, Steering Committee, the Sustainable Fashion Lab; Advisor, WeForest; Advisor, Isaan New Life; Honorary Fellow, Asian Foresight Institute (Thailand); Fellow, Global Dialogue Institute, Haverford College (USA); Member, Intergenerational Advisory Council, Global Passageways (USA).

Laurent is formerly: Executive Director, SHIFT Foundation; international consultant, United Nations Task Force and Learning Without Frontiers, UNESCO, Paris; Advisor to the Secretary General, United Nations Millennium World Peace Summit of Religious and Spiritual Leaders, U.N General Assembly, N.Y.C; Associate Lecturer in International Relations, School of International and Political Studies, Deakin University.

He is the recipient of the “Architect of the Future” award which recognizes the world’s top young social entrepreneurs and emerging leaders, conferred by author of *The Alchemist*, Paulo Coelho, and the Waldzell Meeting, Melk Abbey, Austria. In the December 2007 edition of *Dumbo Feather, Pass it On*, Laurent was one of 5 “remarkable individuals” interviewed. He was also recently invited to participate in *Change*, an international feature documentary which explores what “game-changers” are doing to effect transformation in an increasingly complex world.



## **Dr. Christine McDougall**

Dr. Christine McDougall is a foremost authority on authentic communication and leadership and a global pioneer in the fields of executive coaching and leader development. With clients located throughout Europe, North America and the Asia-Pacific, Dr. McDougall is an executive coach to Fortune 500 Senior Executives, Board Directors and CEOs, high-net worth individuals, award-winning business and social entrepreneurs and some of Australia's most accomplished athletes.

Dr. McDougall is Australasia's first Master Certified Coach, a powerful teacher and is considered a luminary in her field which she has helped shape and steward for over 14 years. This has included various leadership roles such as: Founding President of the International Coach Federation (Australasia); past Board Director and Vice President of the International Coach Federation (USA); Founding Member of the International Consortium for Coaches in Organizations; Editorial Board, International Journal of Coaching in Organizations.

Christine is the Founding President of SYZERGY, a global innovator in helping leaders, their organizations and communities work together to address their toughest problems and create collective alignment against all odds. Her coaching style enables powerful and rigorous human development by embracing the whole person and is guided by a commitment to the application of more integral approaches to sustaining change. Her coaching sessions have been described as *"the perfect double-espresso – a delicious jolt that will fire the brain, awaken your consciousness, stir your soul and get you moving."*

Informing her holistic approach to facilitating change has been her involvement in the wellness industry for over 25 years, having been part of the launch team for Australia's first luxury health resort, *Camp Eden*. Christine is also an accomplished athlete, having completed over 16 marathons (including the famous Boston, NYC and Chicago Marathons), 6 ultra-marathons and an Ironman Triathlon.

## **Dr. David Martin**

David is an international leader in ethical innovation utilization, innovation finance and trade, and intellectual property-based financial risk management. He is the author of the international legal framework for the Heritable Knowledge Trust and Heritable Innovation Trust programs. He has catalyzed the development of the world's only Global Innovation Commons which provides open source innovation to all humanity in the domains of water, non-carbon energy, agriculture, and health technologies. His work on ethical engagement and stewardship of community and commons-based value interests is at the forefront of global financial innovation.

Dr. Martin's work at the Darden Graduate School of Business Administration, University of Virginia and his related work at the Indian Institute for Management Ahmedabad, India, has brought unprecedented curricular focus to areas of intangible-asset risk management, finance, and accounting standards. In addition to his academic work, Dr. Martin has closely advised innovation-based finance and investment programs in India, China, Denmark, the European Union, the United Kingdom, South Africa, the Islamic Republic of Iran, the United States, and the United Arab Emirates. He has served as the Constitutional and Economic advisor to the Autonomy Committee of East New Britain, Papua New Guinea and has worked with ethical trade frameworks for the Kingdom of Tonga, the Independent State of Samoa, Fiji, and Papua New Guinea.

Dr. Martin has received several honors for his contribution to domestic and international entrepreneurial activities: Fellow, Batten Institute, Darden Graduate School of Business Administration, University of Virginia; Board of Advisors, EU-India, Academy for Augmenting Sustainable Technological Inventions, Innovations, and Traditional Knowledge (AASTIIK); Guild Member, Order of King Christian IV of Denmark; Recipient, Charlottesville Venture Group's Golden Angel Award; Recipient of the Virginia Piedmont Technology Council's Spotlight Award.

VIRGIN UNITED NATIONS AUSTRALIAN  
TAX OFFICE AXA STANDARD  
CHARTERED BANK BOEING  
CORPORATION BRITISH PETROLEUM  
CASE CORPORATION CREDIT SUISSE  
MINTER ELLISON LAWYERS TOYOTA  
WORLD WILDLIFE FUND SOUTH AFRICA  
REVENUE SERVICES NATIONAL  
AUSTRALIA BANK ANZ BANKING  
GROUP BHP BILLITON IBM  
SUPERPARTNERS KODAK SINGAPORE  
CIVIL SERVICE COLLEGE SINGAPORE  
POWER ERNST & YOUNG UNESCO  
AUSTRALIAN RED CROSS NOKIA ROYAL  
DUTCH SHELL EXXON MOBIL WAL-  
MART STORES CHEVRON TOTAL  
CONOCOPHILLIPS ING GROUP SINOPEC  
TOYOTA MOTOR JAPAN POST  
HOLDINGS GENERAL ELECTRIC CHINA  
NATIONAL PETROLEUM VOLKSWAGEN  
STATE GRID DEXIA GROUP ENI  
GENERAL MOTORS FORD MOTOR  
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