



## GLOBAL INQUIRY ON THE VALUE OF POSITIVE BEHAVIOUR (VPB)

### Full report by the VPB Global Inquiry Team

Vania Bueno, Juliette Alban-Metcalf, Paul Thaller, Jacqueline Wong, Esther Xue

Session on : 11.08.2015

# Table of Contents

<b>Overview .....</b>	<b>3</b>
Discussion Objectives .....	3
The Genesis of Our Quest.....	3
Introduction to the Report .....	3
Approach .....	4
<b>Report Highlights .....</b>	<b>5</b>
<b>So what table .....</b>	<b>7</b>
<b>Hypotheses .....</b>	<b>8</b>
<b>Detailed Storyline.....</b>	<b>9</b>
<b>Polls.....</b>	<b>16</b>
<b>General Statistics .....</b>	<b>17</b>
Overview .....	17
Activity Level .....	17
<b>Wordclouds.....</b>	<b>18</b>
<b>Appendix .....</b>	<b>19</b>
Synthetron legend.....	19
About Synthetron.....	21

## Overview

### Discussion Objectives

The purpose of the **Global Appreciative Inquiry into the Value of Positive Behaviour (VPB)** is to collect and share evidence of the causal link between positive behaviours at work and its impact on employee wellbeing and organisational prosperity. Our vision is to build “thriving organisations powered by positive behaviour”.

### The Genesis of Our Quest

There has been rising interest and awareness in recent years on the impact of negative behaviours at work (see book *The Cost of Bad Behaviour* by Porath & Pearson) and massive number of studies documenting the negative impact of actively disengaged employees on organisational performance and customer satisfaction, there has been insufficient spotlight and understanding about the value and valuing of positive workplace behaviours.

While we can study problems so that we can fix them, or we can also study moments of exceptional connection, friendship, breakthrough ideas and innovation, and elevation of hope and possibilities – so that we can understand the key success factors that enable exceptional performance so as to scale them up. Because organisations move in the direction of what we study, a secondary purpose of this research is to spark a global dialogue about the business value of workplace positivity, guided by grounded evidence of what leads to results.

From our initial dialogue with thought-leaders, economists, social scientists, clinicians, business leaders, we were very encouraged by the feedback we have received that our study of positive behaviour holds tremendous generative potential for sparking workplace transformation. This is also the first ever global scale study on this topic that the researchers are aware of. It dawned on us quickly that we will be needing a technology that will enable us to bring larger numbers of people *across the globe* together to conduct “focus groups” on this topic, and we came across the platform called Synthetron that enabled us to harvest a tremendous amount of data-rich, high quality information in just one short hour.

### Introduction to the Report

The following is the detailed report from the online crowdsourcing forum held on 11 Aug 2015. It was a privileged moment for our research team to engage with and gather the collective wisdom from our global community of colleagues, researchers and business leaders to kick-start our global research endeavour. We hope you will be inspired the valuable insights we have gained from this online dialogue, and would enjoy reading it as much as we have enjoyed curating it for you!

## Approach

We created a script (a set of structured interview questions or protocol) that would help us elicit people’s implicit thinking and perspectives about the topic. For this first session, our intention was to find out whether our business workplaces today do indeed value the practice of positive behaviours, and if so, how much do they value these in a business sense? The other objectives were to find out which behaviours are most frequently mentioned, from whom does it matter most, as well as how do we enable more of these in organisations. For this we invited a broad audience of corporate leaders into a 1-hour online guided and anonymous discussion.

The discussion was structured by the following script	The way we analysed the data
<p><b>Script:</b> The five main questions to moderate this session on the Value of Positive Behaviour focused on the following topics:</p> <ol style="list-style-type: none"> <li>1. Assessing importance of positive workplace behaviour to participants (poll question)</li> <li>2. Sharing of personal experiences and implications of positive workplace behaviour</li> <li>3. Identifying key enablers and barriers to positive workplace behaviour</li> <li>4. Exploring business value of a positive workplace climate under organisational performance pressure and resource limitations</li> <li>5. Identifying possible metrics in measuring business values of positive workplace behaviours</li> </ol>	<ul style="list-style-type: none"> <li>• Discussion dynamics, for example the profile of messages, the pace, and the rate of creating synthetrons (statements which attract agreement or disagreement above a defined threshold level and are spread more widely through the discussion)</li> <li>• Results of poll questions</li> <li>• The overall story from the synthetrons, taking account of weight of agreement, and clustered into the most meaningful sequence</li> <li>• Analysis of participant mindset and language – the words and phrases used and their implications; analysis of change forces</li> <li>• Analysis of pre-determined hypothesis statements; analysis of statements generating disagreement</li> <li>• Segmented analysis: comparisons by group, based on demographic questions posed upon entering, or on answers to polls</li> <li>• A selective review of all statements made</li> </ul>

## Report Highlights

A total of 59 people from different corporate backgrounds in global regions (Europe, North America, South America, Asia and Australia) participated in the one-hour crowdsourcing session. Participants were consultants, executives and leaders from the private and public sectors. Most of them were from a positive workplace environment and were enthusiastic about the topic. The discussion activity was intense with a high level of consensus and low level of disagreement. This reflected a respective higher and lower percentage against the benchmark range of Business Think Tank discussions.

To help guide the discussion, the working definition of positive behaviour was “**the actions that create a positive working environment and/or enabling others to work more effectively through what we say or do**”. Participants indicated that they highly valued the aspect of trust and authentic interactions. They shared their experiences and quoted the following positive behaviour which mattered the most to them:

- listening
- nurturing individuals’ strength
- being proactive, motivating and supportive to fellow colleagues
- expressing appreciation and positivity verbally and non-verbally (i.e. smile, eye contact, saying thanks and please)

Participants greatly recognised the importance of positive workplace behaviour (with **73% of participants rating it as ‘very important’** and **23% of ‘rather important’**) and resonated the most in the following:

- VPB as a *catalyst* in collaborative success and synergies
- VPB on employees’ *productivity* through *motivation*, fostering of *creativity* and nurturing of a *conducive work culture*
- VPB in building *stronger workplace relationships*
- VPB for *increasing customer satisfaction*
- VPB in *sustaining long-term success* by creating a positive atmosphere that boosts optimism and resilience in times of performance pressure

Organisational change forces were discussed, identifying key enablers, barriers and metrics. When probed on whether there is a flipside to exhibiting positive behaviours, participants believed that nurturing a positive culture will have negligible flipside to the organisation. This implies that the general feel is that the benefits far outweigh the risks of having “too much” positivity. This is consistent with the literature in positive psychology that it is not what positive emotions are, but what it does to broaden thinking, forge lasting bonds and build resilience (see Frederickson’s “What Good are Positive Emotions”). One hypothesis that is emerging for us is that the practice of positive behaviours also helps

build workplace resilience and creates a reservoir of positive corporate energy reserves to weather corporate downturns, crises and hardships. This will perhaps be one of the threads for our follow-on research work.

The following are the summary points and highlights of the key Enablers, Barriers and Metrics most frequently cited by participants:

Key enablers:	Barriers:	Metrics:
<ul style="list-style-type: none"> <li>▪ Role-modelling from the top managements, adopting positive and inspiring leadership style</li> <li>▪ Harness collective wisdom via educating positive organisational development, empowerment and exposure</li> <li>▪ Reinforce positive behaviour and discourage negative ones</li> <li>▪ Shared visioning and upholding of trust and transparency</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor / absence of positive leadership</li> <li>▪ Negative workplace relations</li> <li>▪ Lack of shared vision</li> <li>▪ Individuals' self-limiting factors</li> </ul>	<ul style="list-style-type: none"> <li>▪ People: Employees' engagement, team spirit</li> <li>▪ HR performance: Staff absenteeism, actual turnover rate / turnover intent</li> <li>▪ Bottom line: Financial results, number of value-added initiatives</li> </ul>

## So what table

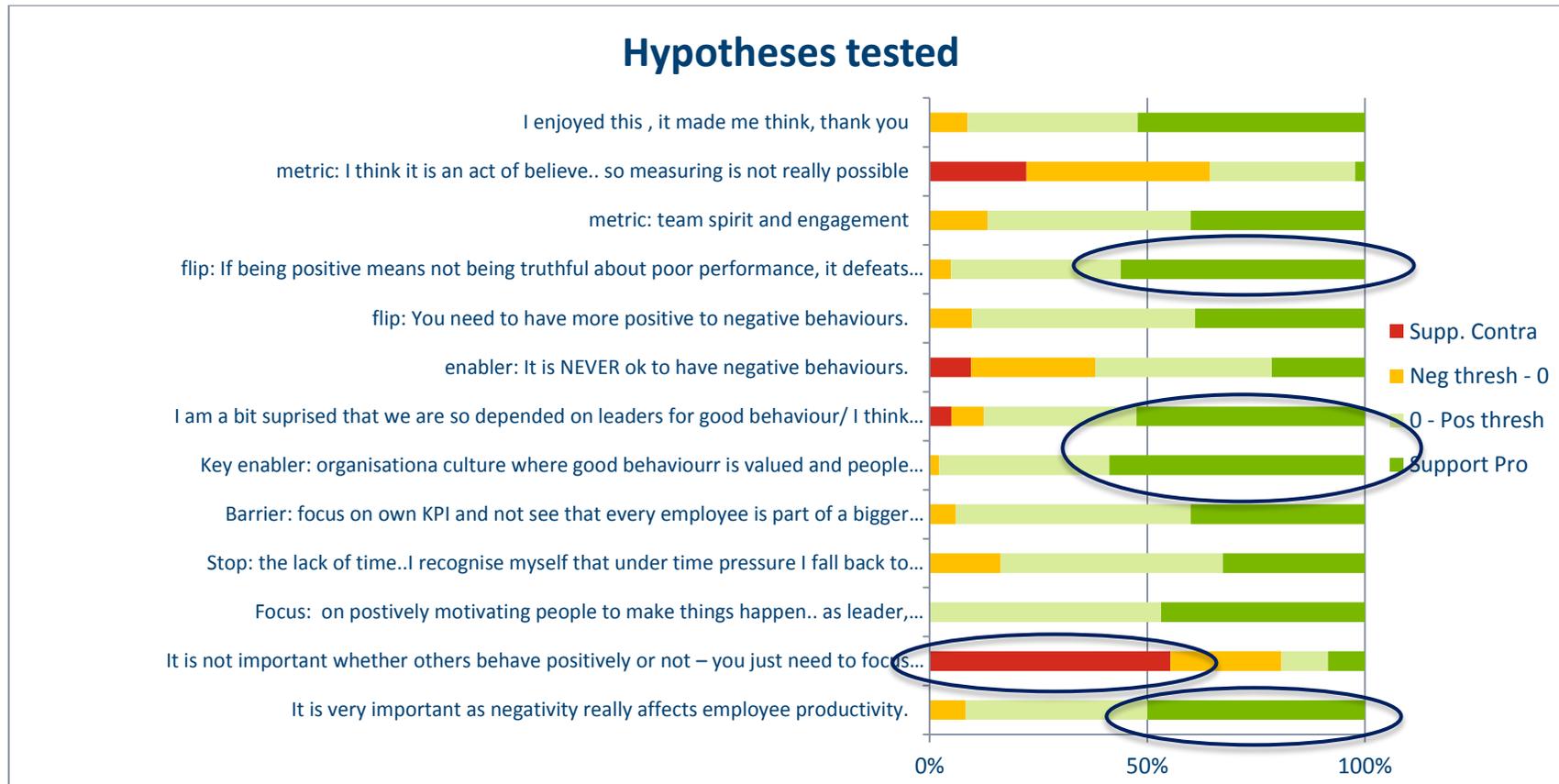
We noted that there was a very high degree of consensus (96.4% agreed) on the importance of positive workplace behaviour and a stunning (89.3%) of the participants *are willing to invest scarce corporate resources* to stimulate a culture of positive behaviour. A few cited that that the investment in the cultivation of positive behaviours is especially important to increase customer value, creativity, and enable resilience.

It should be noted too, that 57% of the participants self-reported that they came from environments of fairly-to-very positive workplace cultures and may have prompted biasness towards a positivity consensus. Subsequent research could incorporate a better mix of participants (recruited from both self-assessed positive and negative environments) as well as more in-depth discussions to substantiate the present findings.

Dimension	From	To
<b>Leaders / Management</b>	<ul style="list-style-type: none"> <li>Leaders / top management not walking the talk; not showing positive behaviour themselves</li> </ul>	<ul style="list-style-type: none"> <li>Leaders as role-models; leading by example and inspire</li> <li>Reinforce positive behaviour and discourage negative ones</li> </ul>
<b>People</b>	<ul style="list-style-type: none"> <li>Negative workplace relations, such as blame culture and internal rivalry among colleagues</li> <li>Individuals' self-limiting factors (such as pessimistic mindset, unawareness of the benefits of positive workplace culture, etc)</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative team spirit and synergy</li> <li>Uphold trust and transparency</li> <li>Harness collective wisdom</li> <li>Educate employees about positive organisational development</li> <li>Acknowledge positive behaviour and diversity, to empower employees</li> <li>Motivated, positive and conducive work culture</li> <li>Better listening and communication skills</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Lack of shared vision</li> </ul>	<ul style="list-style-type: none"> <li>Shared visioning and being solution-focused</li> </ul>
<b>Business Value</b>		<ul style="list-style-type: none"> <li>Increase customers' satisfaction</li> <li>Fosters' creativity</li> <li>Cultivate trust and authentic interactions</li> <li>Nurture optimistic, resilient people to handle the challenges better</li> </ul>
<b>Metrics</b>		<ul style="list-style-type: none"> <li>People: Employees' engagement, team spirit</li> <li>HR performance: Staff absenteeism, staff actual turnover rate / turnover intent</li> <li>Bottom line: Financial results, number of value-added initiatives</li> </ul>

## Hypotheses

During the discussion, a number of statements were made by the moderators to test the level of agreement of a few prior hypotheses (see the tables for how the group scored these statements). Five of them were well-supported (highlighted in the table), including one of reverse questioning (the red coloured bar). This implies that participants supported the importance of positive behaviour in the workplace and agreed that it is an influential part of workplace relationship and productivity. Another interesting fact is that while the behaviour of leaders seemed to matter greatly, the group agreed that individuals' behaviours and attitudes are just as important.



## Detailed Storyline

### Why we are here

#### ... want to learn and exchange ideas

- *To learn what others may be thinking about positive behaviour and to begin to uncover a link between workplace civility and business results. - medium*
- *Keen to understand more about creating a positive work environment and how we can behave in a positive way with colleagues who aren't as positive - medium*
- *Curious how this works. Learn more about positive behaviour that impact workplace - medium*

#### ... keen in the research insights of the value of positive behaviour in the workplace

- *interested in the value of positive behaviour - medium*
- *I am interested in this topic and also interested to know more about how Synthetron works. - medium*

#### .. want to advocate beliefs and share experiences of the values of positive behaviour

- *because I am convinced of the value of positive behaviour... also in working relations. - medium*
- *I strongly believe that positive attitude has an big impact on your environment both personal and professional and therefore on your results. I am interested in discussing this topic and share good ideas. - medium*

#### ... keen in exploring Synthetron technology

- *I am interested in this topic and also interested to know more about how Synthetron works. - medium*

## All participants felt that positive workplace behaviour is considerably important!

### Why -

#### Positive behaviour impacts PEOPLE wellbeing and relationships, as it –

##### ... is contagious, nurtures a positive and conducive work culture

- *It is very important because by being positive you encourage people around you, it brings energy to yourself and people around. - high*
- *Its important because emotions are contagious in the workplace. The behaviour, feelings and thoughts of your colleagues has a greater impact than meets the eye. - high*
- *Positive behaviours put me in a good positive state so I can have a positive impact on others in the workplace. It is a positive spiral. - high*
- *positivity must not exclude open feedback, and striving to get better. it just fosters fun while doing so - medium*

##### ... is a source of motivation

- *It is importante because it improve the creativity, the motivation, the disponibility to hear others, etc. - high*
- *Brings energy, excitement, motivation and collaborative working. Ultimately bringing positive results. - high*
- *Discretionary effort is encouraged when people feel valued, cared for and heard - medium*
- *positive behaviour makes people more motivated - medium*

##### ... promotes collaboration and synergy

- *It creates an environment for risk taking, encourages responsibility, balances support and challenge, focusses on people and relationships rather than simply task and process in achieving great outcomes - high*
- *Positive behaviours make me more 'open' to others and I have to less 'on guard' / defensive. As a result I can be more creative, share more and better and develop a sense of (professional) real trust. - high*
- *Brings energy, excitement, motivation and collaborative working. Ultimately bringing positive results. - high*
- *people are more open with each other, they share ideas, they are supportive, they listen, they laugh, they are kinder, friendlier - high*
- *Team work comes from team spirit. Positive behaviour begets positive behaviour/ responses. The very first step towards a truly effective team. Experienced this in corporate roles before. - high*

##### ... builds trust, workplace relations

- *It creates an environment for risk taking, encourages responsibility, balances support and challenge, focusses on people and relationships rather than simply task and process in achieving great outcomes - high*
- *Positive behaviours make me more 'open' to others and I have to less 'on guard' / defensive. As a result I can be more creative, share more and better and develop a sense of (professional) real trust. - high*
- *It is important because happy and engaged people create an environment where everybody can create and think together, build something without fear. - high*
- *People who are happy at work are more innovative, more likely to share ideas and speak out without fear of judgement - medium*

### ... boosts communication

- *miss: collaboration, trust, openness, sharing, good comms, enthusiasm, energy - medium*

### It impacts BUSINESS by -

#### ... increasing customer satisfaction

- *If people are satisfied or even happy, they will deal with customers in a more satisfying way, so customer satisfaction increases too. - high*

#### ... fostering creativity

- *It is importante because it improve the creativity, the motivation, the disponibility to hear others, etc. - high*
- *Positive behaviours generate good morale which supports productivity and creativity - medium*
- *It stimulates creativity and taking chances - medium*

### Participants highly value Positive Behaviour in -

#### ... its essence of trust and authentic interactions

- *Positive behaviour is encouraging to the heart. It does not mean yes to everything. It means honest and authentic response in a respectful way - high*

### Shared experiences of positive behaviour and what matter most -

Global inquiry on the value of Positive behaviour (VPB)

© VPB team & Synthetron

04/09/2015



## On a PERSONAL level -

Participants highly valued that Listening as a core display of positive behaviour

- *Listening - high*

## On an INTERPERSONAL level -

Participants valued acknowledgement and celebration of team efforts,

- *Congratulating success - medium*

... social awareness, sincere connection,

- *"Focus on sincere interest for the other and the organisation - low*
- *take time to learn to know your colleagues as person - low*
- *Focus: seeing an employee as a complete human being with strengths and weaknesses, with hopes and fears, and with issues outside work as well that might impact work - low*
- *respecting diversity*

... workplace relations and nurturing others

- *Providing support to people who need it - low*
- *Focus: on positively motivating people to make things happen.. as leader, subordinate or team member : always ask yiu selve do I help us progress? - low*
- *Accepting each other's strengths and talents. Don't pre-judge another person or colleague. especially when working in a team or as a company. - low*
- *Nurturing talents - low*

## ORGANISATIONAL CHANGE FORCES as key enablers and barriers to creating a positive workplace climate -

### Perceived key ENABLERS –

#### Reinforce positive behaviour and discourage negative ones

- *Key enabler: organisation culture where good behaviour is valued and people cannot get away with bad behaviour - medium*

#### Harness collective wisdom

- *Key enabler: educate your teams about positive org development so they understand the benefits of shifting the focus from the negative to the positive - medium*

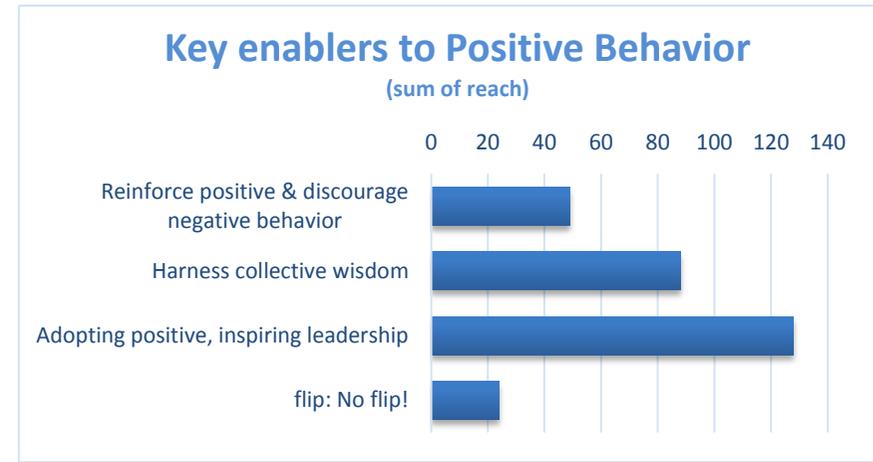
#### Adopting positive, inspiring leadership

- *Key enablers: role modelling from the top - high*
- *Key enablers: leaders who lead by example and inspire - medium*

### LIMITS/FLIPSIDES -

#### flip: No flip!

- *Flip: Unlikely, positive behaviour can be a lifestyle. Why stopped just practising it in the workplace. Bring it along to your family, friends and most importantly, to yourself. Being at peace within yourself is essential for personal well-being. - medium*



## Participants reflected BARRIERS as –

### Poor or absence of positive leadership

- *stop: the leader doesn't show the positive behaviour - low*
- *stop keeping poor leaders - low*
- *stop: when there is no example from the top management - low*

### Lack of shared vision

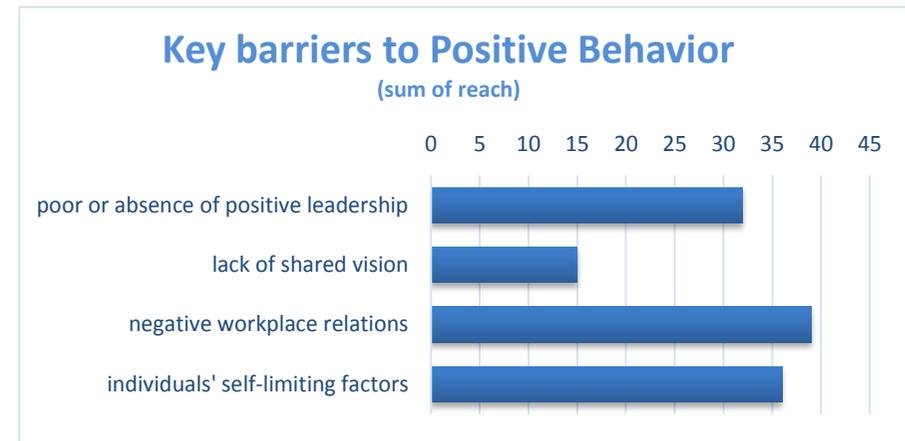
- *stop: when people feel there is misalignment and that they or people do not really matter - no matter what the organisation says – low*

### Negative workplace relations

- *Stop trying to prove you are better than others in the team – low*
- *Stop competing for the sake of internal competition. Colleagues are partners and not rivals. - low*
- *stop complaining and blaming others - low*

### Individuals' self-limiting factors

- *Stop having to be right all the time - low*



## BUSINESS-VALUE of positive workplace behaviour -

### Participants agreed that it is necessary for sustaining for long-term success

- *organisations with toxic cultures may succeed in the short term, but in order to achieve long term success you have to have a clear strategy, and empowered, happy employees to help you achieve it. An upfront cost will ultimately pay out - your employees will be more productive, more loyal, and happier. You will have an easier time attracting new talent. You will eventually drive away the employees that do not believe in that culture, opening spots for people who do. - medium*

## METRICS on the value of Positive Behaviour identified were -

### PEOPLE

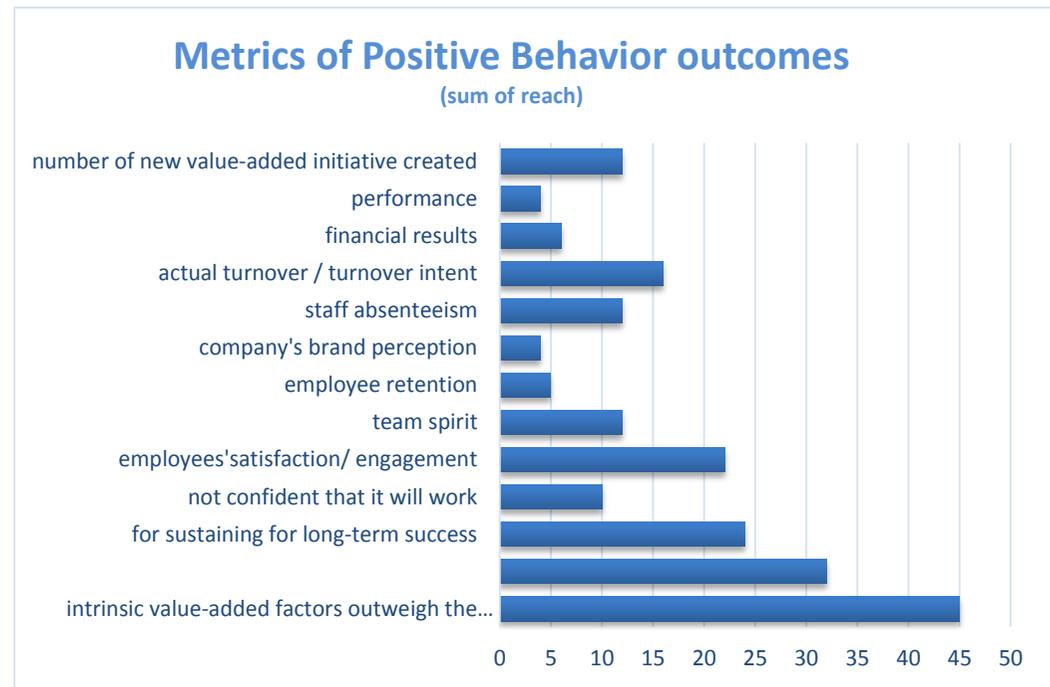
- employees engagement
- team spirit

### HR PERFORMANCE

- employee retention
- company's brand perception
- staff absenteeism
- actual turnover / turnover intent

### BOTTOM LINE

- financial results
- performance
- number of new value-added initiative created



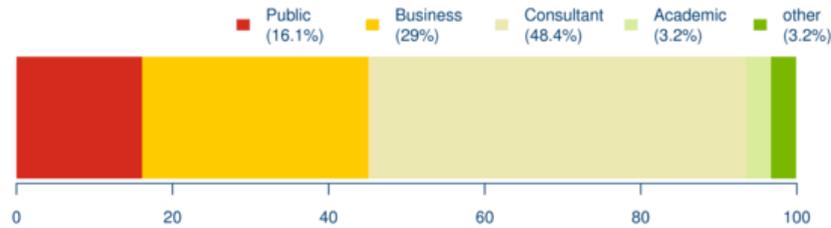
## Closing reflections -

### Participants agreed to the need in practising positive behaviour

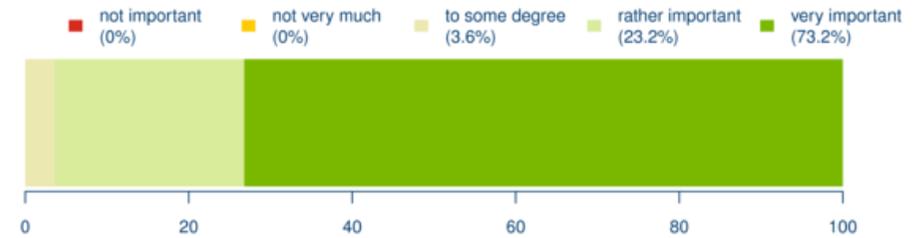
- *Positive behaviour starts with me - medium*
- *Positive behaviour can be practiced anytime, anywhere and by anyone at any level - low*
- *I need to listen to my employees - low*

# Polls

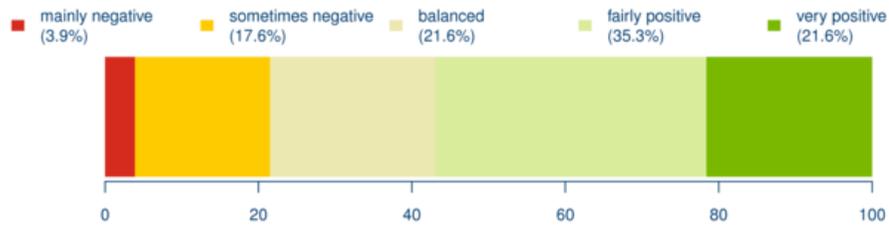
Please tell us what sector you are from?



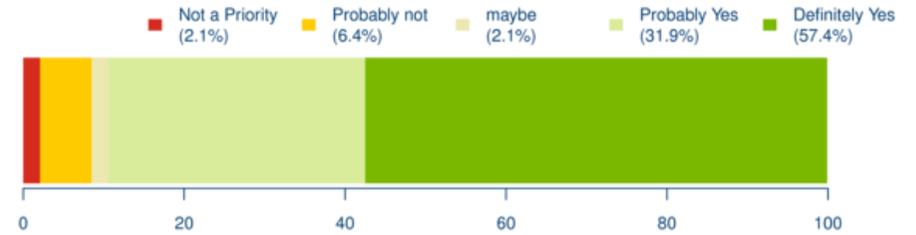
How important are positive workplace behaviours to you and your performance at work?



What would best describe the level of positive behaviour you are experiencing in your current workplace?



Now put on your business hat, imagine you are the CEO of a big organisation under performance pressure. Would you invest scarce resources in stimulating a culture of positive behaviour



# General Statistics

## Overview

	Session 11.08.2015	Synthetron- Benchmark		Session 11.08.2015	Synthetron- Benchmark
Number of active Participants <sup>1</sup>	59		Total Count of Synthetrons <sup>2</sup>	212	
Total Count of Messages	948		Synthetronization	22%	16%
Messages per Person	15,05	14	Total Count of Bipotrons <sup>3</sup>	97	
Messages per Person / 10 min.	2,17		Bipotronization	10%	20%
Total Count of Elaborations	93		Elaboration Level <sup>4</sup>	10%	19%

<sup>1</sup> scored and/or sent messages - <sup>2</sup>Synthetron = message with consensus -  
<sup>3</sup>Bipotron = message with disagreement – <sup>4</sup>Elaboration = reaction on another message

## Activity Level

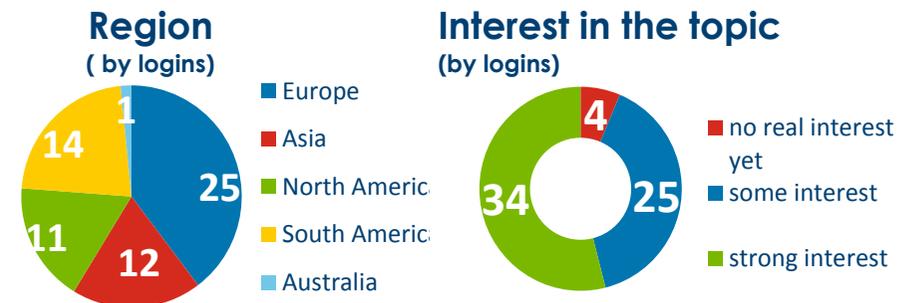
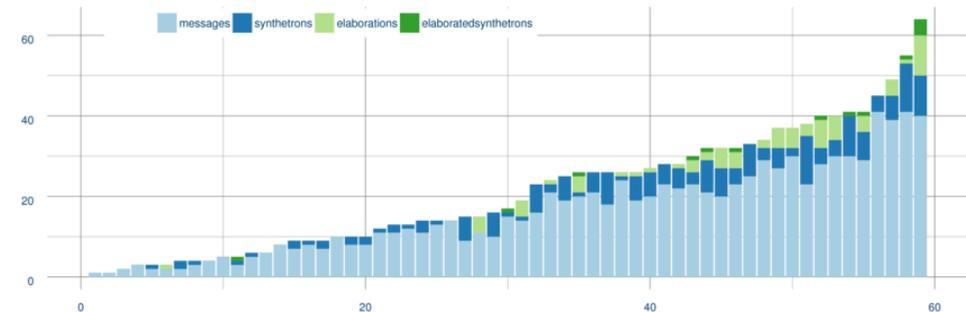
Very active participants 59 participants, 63 logged on

With a **high level of consensus**: of all messages 22% became synthetrons <sup>1</sup> (6% above benchmark) and **low level of disagreement** only 10% bipotrons<sup>3</sup> (10% below benchmark range).

We see a usual spread of activity, with some very active participants (sending almost a message per minute).

Regionally a well spread group of participants.

Most people had some or a strong interest in the topic.



# Wordclouds

A wordcloud is the visual representation of all words used during the discussion. The bigger the word the higher the frequency.

## 1. What were the reasons that brought you to this session today?



## 2. How important to you and your performance at work?



## 3. Examples of positive behaviors that you feel matter most at work?.



## 4. What are the most important barriers? Enablers? Flip side?



## 5. Invest scarce resources in a culture of positive behavior? Metrics?



## ENTIRE DISCUSSION



## Appendix

### Synthetron legend

Data	Meaning	Insight derived
<b>Synthetrons</b>	Participants' messages that gained collaborative support (positive or negative) ranked by their viral strength: the reach, this is the number of people the message reached before its cumulative score fell below a pre-defined threshold	<ul style="list-style-type: none"> <li>• Content analysis</li> <li>• Activity level analysis and benchmark</li> <li>• Mindset analysis</li> <li>• Buzz word analysis</li> <li>• Change force analysis EBC</li> <li>• Change drivers 3H</li> <li>• Segmentation analysis</li> </ul>
<b>Super and prober messages</b>	Hypotheses of client injected into the discussion to test. Supers are messages sent to all participants (to be scored by everyone) and probers are inserted like a participant would send a message.	<ul style="list-style-type: none"> <li>• Level of confirmation of hypotheses</li> <li>• Segmentation axes and correlation</li> </ul>
<b>Bipotrons</b>	Messages which participants scored in opposing ways: agree and disagree.	<ul style="list-style-type: none"> <li>• Tension areas</li> </ul>
<b>All messages</b>	Qualified by time, generator and scores obtained	<ul style="list-style-type: none"> <li>• Buzz analysis</li> <li>• Deep dive on specific themes</li> <li>• Segment analysis</li> </ul>
<b>Quantification</b>		
<b>Synthetrons</b>	Synthetrons are messages which have been selected by the group, based on the cumulated level of scores that were attributed by individual participants. The higher the message's score, the more important. The classes are defined in the following order (Synthetron Level): top: > 90% reach, high: > 70 %, medium: > 40%, low :> 15% and bottom: < 15%.	
<b>Reach Percentage</b>	The percentage of participants that have scored the message before it fell below the scoring threshold	

## Analytics

<b>Wordclouds</b>	Wordclouds are a visual representation of the words used during the discussion. The frequency and weight given by scores of participants (based on reach percentage) of a word is represented by the size of the word in the wordcloud.
<b>Content analysis</b>	The synthetrons are clustered around recurring themes based on the 'grounded theory' method. This is a bottom up analysis per question and over the whole discussion. It is the base analysis for a report. Similarly; if the bipotron level is high these are analysed to identify tension areas in same bottom up way, by analysing the bipotrons additionally to the synthetrons.
<b>Change force analysis</b>	In the change force analysis, synthetrons are analysed along two change force scales: <i>3H</i> (Head, Hearts, Hands: the nature of the change forces) and <i>EBC</i> (Enabling, Blocking, Critical: the direction of the change forces). The result is benchmarked and gives a macro view called change forces.
<b>3 H model</b>	Change is successful if it leverages each of the 3 change dimensions: If people are rationally convinced (Head), if they adapt their behaviours and feelings, observe the change (Heart) and if they have the 'operational' levers to make change happen: resources, updated processes, competent people... (Hands).
<b>EBC Model</b>	Analysing the synthetrons along an EBC scale allows to understand the direction of the change forces. E stands for enabling, B for blocking and C for critical (critical in the sense of urgent for success).
<b>Mindset Profile</b>	The Mindset Profile measures change readiness of the group based on 4 meta-dimensions. It is based on LaB Profile® analysis, which is an analysis based on language and behaviour profiling. The results reflect the state of mind of the individual or the group in that particular context on which a basic communication style advice can be formulated.
<b>Segment analysis</b>	In case significant segments of participants can be identified (because they give demographic/organisational data when logging into the session), and these segments are more than 15 people in number each; or when poll results demonstrate significant extremes a segment analysis can be done to identify which distinct arguments have more traction in the different segments.

## About Synthetron

### Contact

<b>Belgium/HQ:</b> Joanne Celens, joanne.celens@synthetron.com, Tel. +32 475 55 29 33 Jan Camelbeek, jan.camelbeek@synthetron.com, Tel. +32 479 205 200	<b>France:</b> Eric Cabocel, eric.cabocel@synthetron.com, Tel. +33 6 63 01 58 11
<b>Germany:</b> Klaus-Michael Erben, Michael Erben@synthetron.com, Tel. + 49 1707568146 Renate Schwegmann-Oertel, renate.schwegmann-oertel@synthetron.com, Tel. +49 1757568146 Günter Lutz-Misof, gunter.lutz-misof@synthetron.com, Tel. +40 163 3018651	<b>Netherlands:</b> Leo Dijkema leo.dijkema@synthetron.com, Tel. +31 33 456 30 01 Jeanette Kalthof, jeanette.kalthof@synthetron.com, Tel. +31 6 23 84 14 40 Lucas de Jong, lucasdejong@synthetron.com, Tel. +31 6 43867226
<b>UK:</b> Catherine Shovlin, catherine.shovlin@synthetron.com, Tel. +44 78 85 23 23 90	<b>Canada:</b> Cindy Clegg, cindy.clegg@synthetron.com, Tel. +1 613 832 43 96
<b>Mexico:</b> Lucy Patiño, lucy@synthetron.com, Tel. +52 55 10 40 25 50	<b>Brazil:</b> Alex Carneiro, alex.carneiro@synthetron.com, Tel. +55 21 24 99 52 07
<b>Italy:</b> Antonella Papeschi, antonella.papeschi@synthetron.com, Tel. +39 335 7503060	<b>South Africa:</b> Luis Duterloo, luis.duterloo@synthetron.com
<b>USA:</b> Graham Bobby, Graham.Bobby@synthetron.com	<b>Singapore:</b> Jacqueline wong, jacqueline.wong@sequoia.com.sg
<b>Head Office:</b> Paleizenstraat 44 1030 Brussels - Belgium Registered: BE0464.953.464 Meerlaan 38, 1910 Kampenhout, Belgium	

For better change management we engage relevant stakeholders in anonymous online moderated conversations, so we can collaboratively identify their wisdom, feedback and solutions.