



## The C.L.E.A.R.<sup>™</sup> Mindset

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Do You Have What It Takes  
To Inspire Innovation  
And Lead Positive Change?



## We May Create Alone But We Always Innovate Together

The birthplace of innovation is the diversity of our perspectives.

Extensive research indicates that innovation thrives where there is conflict of ideas, where teams develop the patience and the courage to listen, exchange and hold options open until all the pieces of the puzzles fit together, where there is dedication to agile experimentation and where everyone feels free to speak up, argue and contribute.

In order to innovate, we need leadership. Not the traditional leadership of painting a compelling vision and setting up an effective decision process. As Prof. Linda Hill ("Collective Genius") points out, we need to unlearn some of the classical notions around leadership and learn the behaviors that facilitate co-creation.

These are not the same behavioral skills that we learn in traditional leadership programs.

We need to learn new skills.

In a nutshell, Innovation Leadership requires that we learn "How to Disagree more Effectively".

People in effective Innovation teams are highly demanding and highly generous; curious in seeking differences; argumentative in challenging paradigms; able to tolerate the uncertainties and ambiguities of open dialogue; persistent in searching for the best solutions and agile in making collective resolutions.

Leading innovation is not about getting people to follow you to the future; it is about getting people to co-create it with you.

*Linda H. Hill  
Harvard Business School*

# What is the C.L.E.A.R.™ Mindset?

The **C.L.E.A.R.™ Mindset** is a philosophical approach to Innovation Leadership; it is based on multidisciplinary studies of cognitive neuroscience, social psychology, multicultural communication and behavioral leadership; it is also grounded in extensive empirical observations of innovative teams and cross-functional collaboration in multicultural contexts.

The pivotal point of the **C.L.E.A.R.™ Mindset** philosophical approach is the **C.L.E.A.R.™ Mindset Theoretical Model** that illustrates both the genesis of unproductive personal conflicts and the alternative productive route that can generate intelligence through open dialogue, ultimately leading to co-creation and innovation.

The practical application of the **C.L.E.A.R.™ Mindset Theoretical Model** requires practice, hence a methodology is also developed to guide the learning: the **C.L.E.A.R.™ Mindset Method** is articulated in **five sequential steps of self-discovery**, interpersonal awareness and focused behavioral training.







## Who is the C.L.E.A.R.™ Mindset Training for?

**The C.L.E.A.R.™ Mindset Training**, initially conceived to specifically support Innovation Teams, has rapidly grown into a comprehensive leadership development approach. Every one in a position to influence and mobilize someone else without using positional authority, can greatly gain from increasing their capabilities to: co-create from disagreements, tolerate the ambiguities of open dialogue and sharpen the awareness to challenge paradigms and assumption in self and others.

It is therefore recommended for:

- Innovation Teams
- Business Leaders who wish to increase their positive influence and strengthen collaboration in situations of change and ambiguity
- Business Leaders who wish to be at their very best also in those difficult confrontational situations when they may get discouraged, doubtful, defensive-aggressive or procrastinating-avoiding
- People Managers who wish to encourage employees' engagement and to drive collaborative innovation
- HR managers, L&D and Talent Development Executives, and Organizational Leaders who wish to identify effective strategies to stimulate transformational leadership within their organization
- Team Leaders and Coaching Leaders who wish to use a more influential style to stimulate open collaboration, shared proactive ownership and accountability;
- Change Agents who wish to learn a more influential and impactful negotiation style in order to role model curiosity and courage in encouraging open dialogue
- Managers and Leaders who are often confronted with non-constructive clashes or resistance to change and wish to foster a learning culture of collaboration
- Executive Coaches who wish to help their Clients with an additional toolkit of influential strategies.



## The Conceptual Revolution of the C.L.E.A.R.™ Mindset Model

The Foundation of the **C.L.E.A.R.™ Mindset** approach is the neuroscience-based recognition that our thinking process always starts from an intuition<sup>(2)</sup>, associated with a judgment<sup>(3)</sup>. Contrary to traditional beliefs, rational thinking only “kicks in” to support (and only sometimes to challenge) our initial intuition; more often than not our brains “save energy” by simply rationalizing<sup>(4)</sup> what already intuitively grasped. The alternative, to challenge each assumption<sup>(5;6)</sup>, is often high energy consuming and requires accepting a period of uncertainty; it is a hard process to do alone.

Hence we tend to stick to our rationalization and defend it from external challenges<sup>(7)</sup>, with the determination of self-protection. We go about trying to convince others based on a logic which is often as solid as the logic used by someone else to rationalize their own intuition and judgment; this leads to unproductive conflicts<sup>(8)</sup>: comparing logics (who is more “right”) implies that we miss out the real learning about “what the other person intuitively sees and judges that I do not”<sup>(10)</sup> and how this learning can “enrich my initial ideas”<sup>(12)</sup> while helping to challenge some of my biases or paradigms<sup>(5;6)</sup>. It is only when we are well prepared to change from unproductive conflict to productive conflict in a courageous open dialogue<sup>(11)</sup> that we can unleash the power of co-creation and jointly produce innovative positive change<sup>(13)</sup>.

### Training Opportunities

#### C.L.E.A.R.™ Mindset Fundamentals

Online Master Class (14 modules)  
3-day Retreat

#### C.L.E.A.R.™ Mindset Advanced Modules

2-day and 3-day Retreats

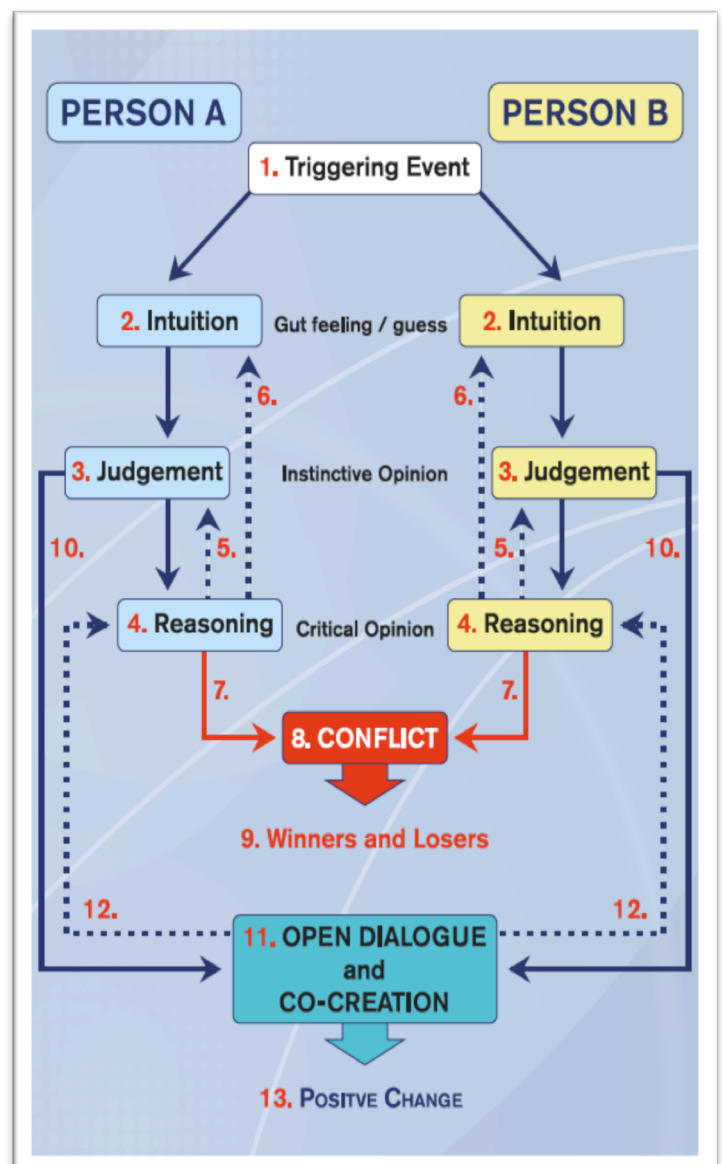
#### C.L.E.A.R.™ Mindset Bespoke

Custom-designed Programs  
(possibility to combine e-learning with workshops and virtual coaching)

We are generally overconfident in our opinions and our impressions and judgments.

*Daniel Kahneman*

*2002 Nobel Laureate Economic Sciences*



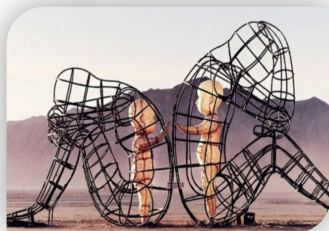
## The C.L.E.A.R.™ Mindset Method

The **C.L.E.A.R.™ Mindset Method** is focused on the **5 essential skills** that we need to master, in order to become more effective in creating positive change from diversity of ideas. These are the 5 skills that make us **dare to disagree with confidence and clarity of intent**, they actually help make the process of **mutual learning to collaborate and innovate together** an exciting and truly enjoyable journey.



### **CLEAR PRESENCE OF MIND<sup>(6)</sup> :**

How to clear your head of self-damaging thoughts and how to state your views more assertively with greater clarity  
*(Me with Myself in the Thinking Sphere)*



### **LEADING WITH YOUR HEART<sup>(5)</sup>:**

How to manage emotions without allowing automatic reflexes to hijack our behavior; how to respond to a provocation without being defensive  
*(Me with Myself in the Feeling Sphere)*



### **ENGAGING BY ASSERTING AND LISTENING<sup>(12)</sup>:**

How to use active listening to learn, push/pull to influence and assertiveness to engage stakeholders  
*(Me with Us in the Thinking Sphere)*



### **AMBIGUITY MANAGEMENT<sup>(10)</sup>:**

How to align and emotionally engage our team, so that everyone stays flexible and open to learn, while focused on the vision and guided by a strong business acumen.  
*(Me with Us in the Feeling Sphere)*



### **RESOURCEFUL INNOVATION<sup>(13)</sup>:**

How to foster trusting collaboration and collective genius, to support the challenges of co-creating positive change  
*(Me with It in the Thinking and Feeling Spheres)*

# Testimonials



I found the C.L.E.A.R Mindset training course to be extremely valuable in equipping any Innovation Teams with the tools and techniques on how to get what it takes to do a great job.

*Zuzana Matejowska,  
Global Senior Marketing & Innovation Leader, Mondelez*



Having a CLEAR approach I'm more relaxed ...the counterpart can easily catch that feeling ...and that is crucial!

*Antonio Candido  
Sales Manager, Universal Pictures*



The Grooa simple and practical approach and the C.L.E.A.R.™ Method helped me a lot in gaining the confidence and competence to easily handle difficult conversations, much better than other conflict management courses

*Sylvia Burgoff  
Product & Process Implementation Lead, Mars R&D*







## **Grooa AS**

Manglerudveien 93  
0678 Oslo, Norway

[www.grooa.com](http://www.grooa.com)

[www.theclearmindset.com](http://www.theclearmindset.com)

## **Grooa Inspiria Learning Center**

Den Hoek 33  
5421 XG Gemert, Netherland