



Change Dysmorphia

April, 2026

Vienna



1440

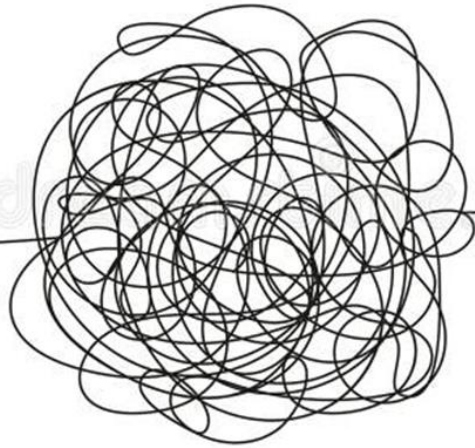
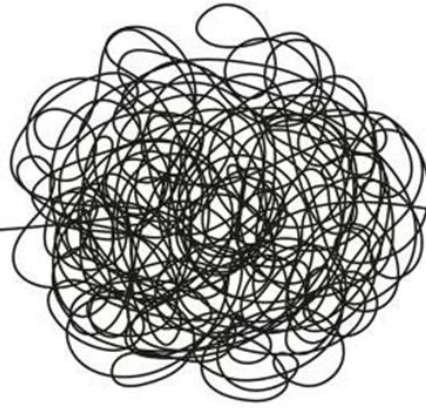


MINDset

TOOLset

SKILLset

Change is...



... changing

Key skills

Maybe not your 'usual suspects'

①

Holding a paradox

②

Holding questions
(without immediate answers)

③

Holding space for
(openly talking about) failures
and mistakes

④

Courage and
comfort to be
'unimpressive'

A diagram consisting of three overlapping circles. The top-left circle is blue and contains the word 'CURIOSITY' in white. The top-right circle is light gray and contains the word 'COURAGE' in blue. The bottom circle is yellow and contains the word 'COMPASSION' in blue. The circles overlap in the center.

CURIOSITY

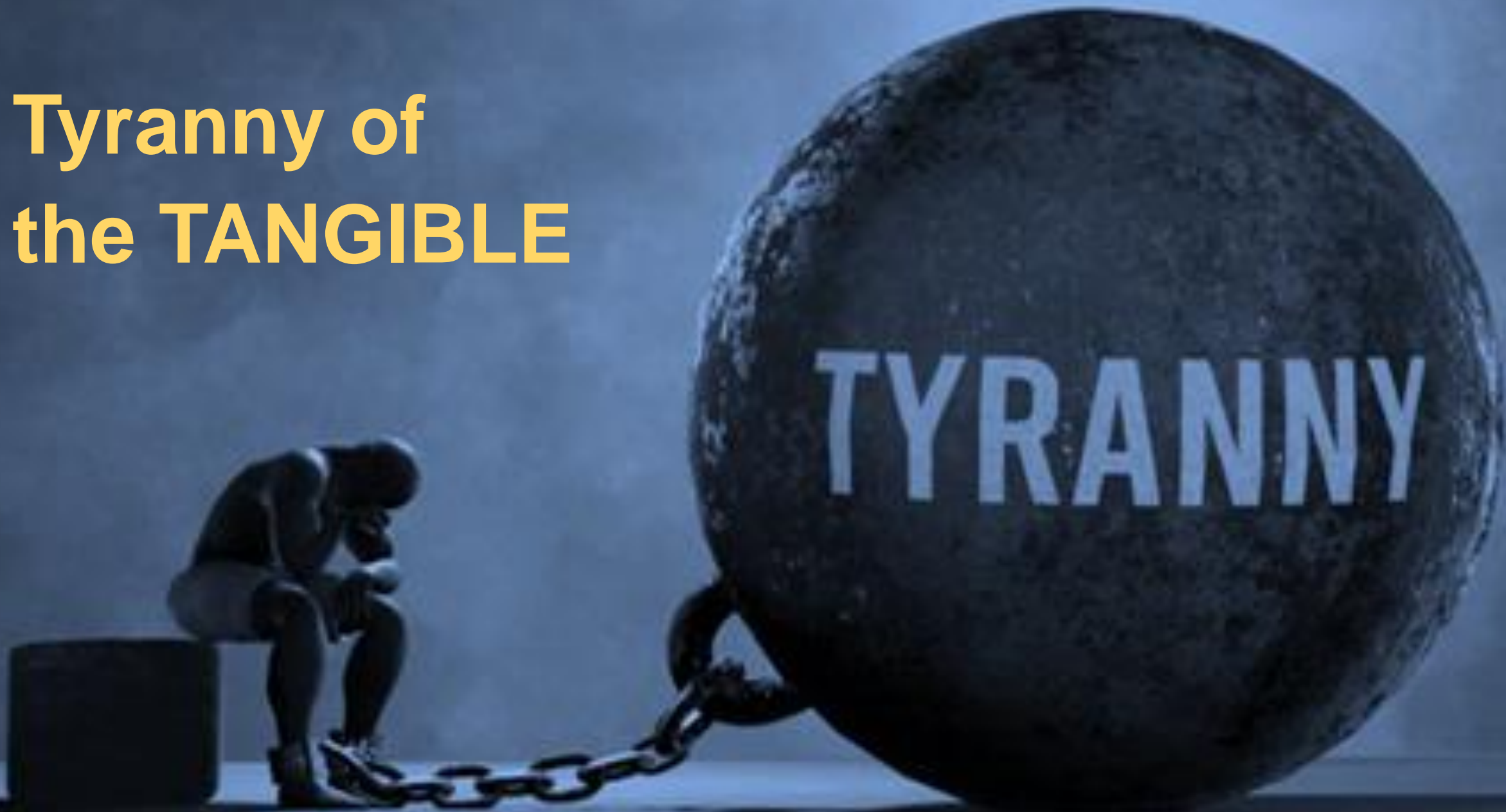
COURAGE

COMPASSION

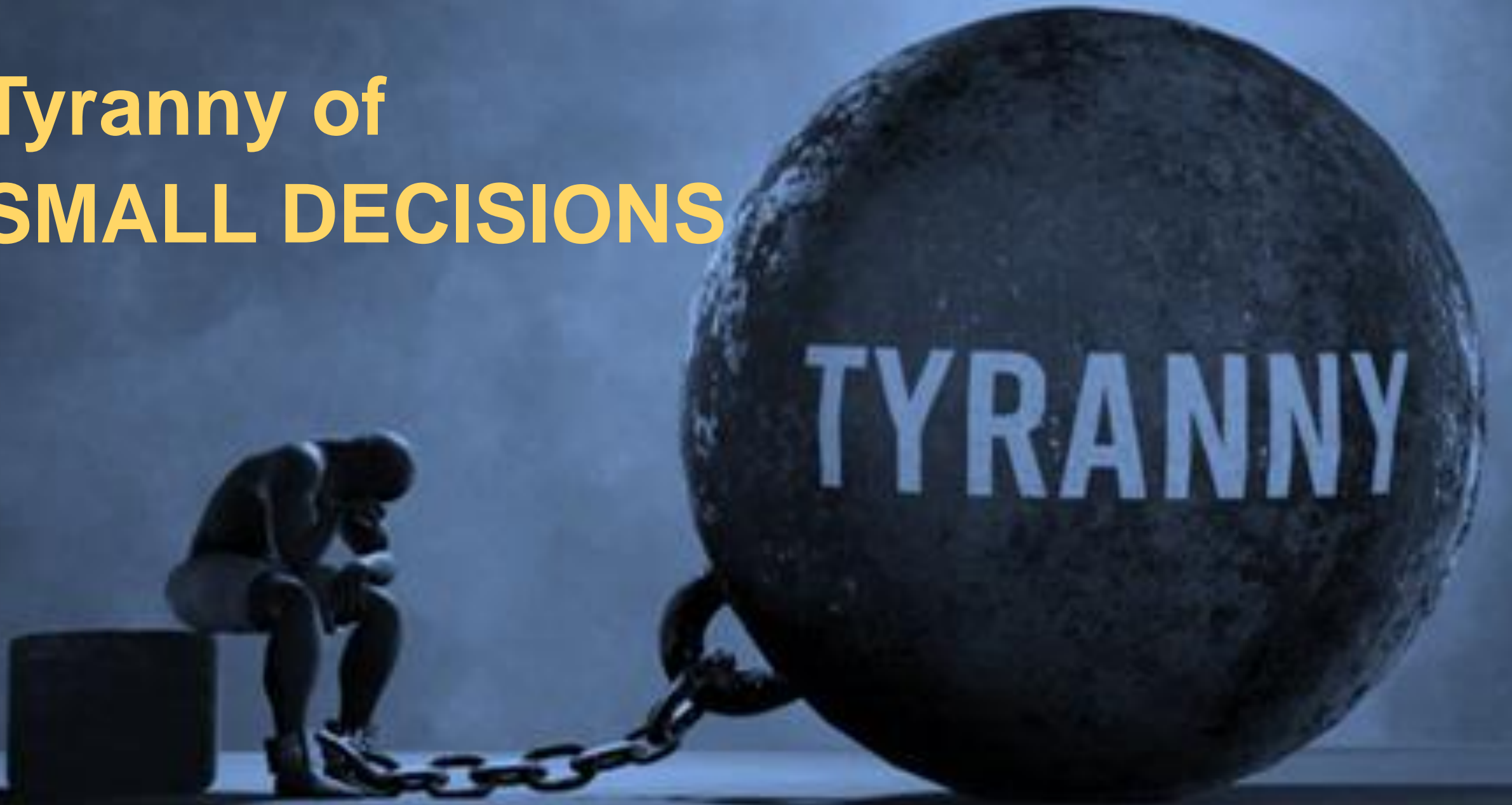
What do we mean by 'change' in our organizations?



Tyranny of the TANGIBLE




Tyranny of SMALL DECISIONS



The two halves of
**PSYCHOLOGICAL
SAFETY**

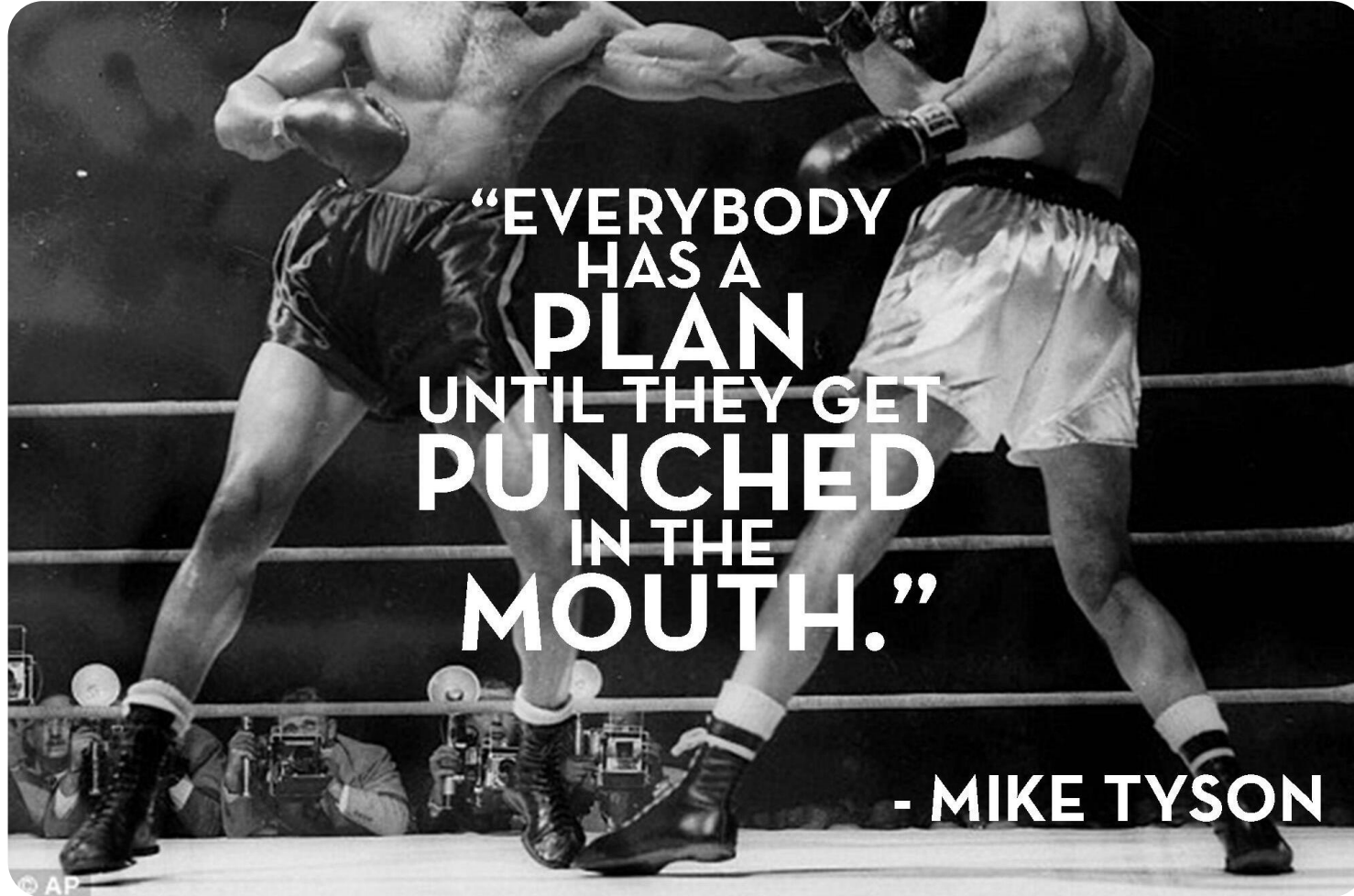


A black and white photograph of Mike Tyson in a boxing ring. He is wearing dark boxing trunks and is captured in a dynamic pose, possibly during a fight or training. The background shows the ropes of the ring and some spectators or photographers at the bottom. Overlaid on the image is a quote in large, white, bold, sans-serif capital letters.

**“EVERYBODY
HAS A
PLAN
UNTIL THEY GET
PUNCHED
IN THE
MOUTH.”**

- MIKE TYSON

What happens when we get punched in the mouth?



The ‘OVERS’ take over...

- **OVER**working
- **OVER**thinking
- **OVER**managing
- **OVER**communicating

A black and white portrait of Dr. Martin Luther King Jr. He is shown from the chest up, wearing a dark suit, a white shirt, and a dark tie. He has a mustache and is looking slightly to the right of the camera with a calm expression. His right hand is raised, with fingers spread, as if he is speaking or gesturing. The background is dark and out of focus, with a lit candle visible on the right side. Overlaid on the left side of the image is a white text box containing a quote in bold black font.

**Be a
thermostat,
not
a thermometer
-Dr. Martin Luther King**

Thank
you