

Helping leaders navigate complexity with confidence & clarity of thought.

△ I often use Piet Mondrian's *Composition with Large Red Plane, Yellow, Black, Gray, and Blue* and Jackson Pollock's *Number 14: Gray* as an artful metaphor for explaining *the differences between complicatedness and complexity*.

Most business leaders navigate the world with a ruler, with mechanical models and linear thinking, restlessly searching for best practices and clear-cut answers. They see it as a Mondrian painting △; rigidly structured, comprehensible, predictable.

In reality, however, our world is much more like a Pollock △; entangled, hard to comprehend, unpredictable. To flourish in this labyrinth of intersecting crossroads, we need new ways of seeing & being, not better rulers.

I help leaders to transform their inner Mondrian so they can see anew and venture beyond 'the known' with confidence & clarity of thought.

I do this through:

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DEVELOPMENTAL COACHING FOR SENIOR EXECUTIVES (ONE-TO-ONE)

As a developmental coach, I enable my clients to deepen their self-awareness and clarify their purpose — “the image at the centre of your being,” as the founder of philosophical Taoism [Lao Tzu](#) put it — and what matters most in life and business.

I address what I consider the most valuable questions in life, such as *Who am I?*, *Where am I heading?* and *How do I know?* Questions like these catalyse profound conversations about what it means to live and lead in times of change.

By enabling you to have such critical conversations, both with yourself and about yourself, you become aware of who you are and where you want to go. Only then you can build the capacity for change and self-renewal that will enable you to thrive in complexity, explore uncharted territories and discover otherwise unimagined opportunities — to move forward even when things are ambiguous and uncertain.

My work is built on a relationship of trust, equality and psychological safety, and is firmly grounded in constructive-developmental theories, such as Robert Kegan’s [Theory of Adult Development](#) and Susanne R. Cook-Greuter’s [Theory Of Vertical Growth And Meaning Making](#). What these theories have in common is the belief that the systems by which we make meaning grow and change over time. This is especially

relevant as more and more people are finding their present way of understanding inadequate for the growing complexity of the world we are living in. Developing new competencies — ‘better rulers’ — isn’t the answer, though. Today’s complexity requires a radical change in *how* we think. Helping you think about and transform your thinking so you can see anew and venture beyond ‘the known’ with confidence & clarity of thought is at the heart of my work as a developmental coach.

How we engage

After a first meeting, during which we get to know each other and agree upon working together (or not), we engage in a 9-month developmental coaching program which includes six unhurried coaching sessions during which we allow ourselves to be led by [kairos](#) and [slow thought](#). For these sessions, we meet in unhurried and ‘thoughtful’ surroundings, such as museums, art galleries or nature — places where we can lose track of daily concerns and ‘mechanical time.’

Sometimes, a client prefers to meet in his or her own offices. This is possible, but only as an exception and provided that detachment from daily activities can be assured. When working with clients outside the Netherlands, I also meet in person, either at or near their location, mine or anywhere in between. →

Building blocks developmental coaching

- 6 Developmental coaching sessions (in-person & on location, on average 3 to 5 hours per session)
- Monthly check-ins (online, on average 30 to 45 minutes per check-in)
- In between, clients can contact me without limitations (within reason, of course) when urgent situations arise
- Duration: 9 months

Developmental coaching is available in the Netherlands and across Europe.

**CRITICAL THINKING WITH SENIOR EXECUTIVES
(ONE-TO-ONE)**

As a senior executive, you often struggle alone, battling in solitude with complex business challenges and fundamental questions in a world perpetually ridden with uncertainty. Sharing your doubts and fears with your peers doesn't always feel like the most comfortable or even safest option, especially when your thinking hasn't matured yet.

What you need in those situations is someone who listens, questions and observes without judgement and prejudice, and who enables you to reveal your inner workings, deepen your understanding and clarify your thinking. In short, someone who helps you 'think about your thinking.'

Thinking about your thinking, or **critical thinking**, not only helps you organise and clarify your thinking but also recognise errors and biases. And although it might be motivated by concrete problems, it is not directed at solving those. Instead, it is inward-directed, intending to improve the process of thinking — of *how* you think.

Critical thinking sessions are only available in the Netherlands.

In *Do Design: Why beauty is key to everything*, Alan Moore shares, what he calls, *The philosophy of 'ing*. And having been asked on numerous occasions what sets my work with senior executives and leadership teams apart, I thought it might be a good idea to craft my own list of 'ing's.

My work is an emergent blend of:

coaching
facilitating
catalysing
searching
exploring
listening
observing
noticing
sense-making
connecting
sharing
questioning
not-knowing
thinking
pausing
doing
not-doing
meditating
reflecting
mind-wandering
flâneuring
experiencing
rising
falling
meaning-making
... becoming

CATALYTIC CONVERSATIONS WITH SENIOR LEADERSHIP TEAMS

Conversations are the beating heart of human relationships and often the starting points for change. They allow us to talk about what we think and feel and help us see and understand how others view the world. Building bridges between these different 'realities' helps us discover otherwise unimagined opportunities.

In catalytic conversations, we are curious, willing to suspend our judgement and open to exploring new perspectives. These conversations follow their own qualitative rhythm rather than the tick-tock of mechanistic predictability and control. They are less about specific actions than they are about intentionally engaging with others — about how we might learn from each other and be stronger together as a result.

As a facilitator, I guide these *sense-making dialogues* and *appreciative inquiries* in a spirit of respectful curiosity. Using questions without pretending to have the answers or presuming a pre-set outcome, and allowing for a flow of meaning in the whole group out of which new ways of seeing and understanding may emerge.

Catalytic conversations are available in the Netherlands and across Europe..



My curiosity is fluid and boundless; from developmental psychology, cognitive science and social anthropology to philosophy, art and poetry. I am also a practising Stoic and express all these things and their connections through my work as a developmental coach, thinking partner and facilitator of deep and meaningful conversations.

△ 'Varius Multiplex Multiformis' is the title of the second chapter of *Memoirs of Hadrian*, a novel by the Belgian novelist and essayist *Marguerite Yourcenar* about the life and death of Roman Emperor Hadrian (76–138 AD). It is also an apt description of my *varied, multilayered and polymorphic* career.

∞ If you follow this ∞, you will discover a collection of little pieces of wisdom, art, music, books and other things that have made me stop & think. Including these *deeply reflective and wise words from Hannah Arendt*:

"The business of thinking is like Penelope's web: it undoes every morning what it has finished the night before."

My career has been 'varius multiplex multiformis' △, covering marketing and publishing, executive leadership, strategy and innovation consultancy, change management, leadership development and many things in between and beyond. What ties this odd bunch together is a relentless curiosity, often expressed in a single question: *Why is it like that and not like this?* Because of this question, I have been able to work with myriad leadership teams, businesses and organisations that found themselves 'behind the curve'; enabling them to change and renew in profound and meaningful ways.

I live in the Netherlands but work with senior executives and leadership teams across Europe. So if you want to explore the possibilities of working together, let's start a conversation. Maybe we can go for a walk or visit a museum. Otherwise, there is always time for an unhurried online conversation.

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