



THE
KETS DE VRIES
INSTITUTE



KETS DE VRIES INSTITUTE

THE BIG PICTURE

KDVI's founding partners were among the first in the world to combine management science with a deeper understanding of human behaviour in organisations. This came to be known as the psychodynamic-systemic approach to leadership and organisational development.

This approach to executive coaching and organisational development begins with an in-depth and systemic exploration of the needs of the individual leader, a team, or the organisation. This perspective not only provides organisational members with better self-knowledge, but also allows them to shape, influence and leverage organisational dynamics and culture.

Applying a psychodynamic-systemic lens to the ebb and flow of life in organisations contributes to a better understanding of the vicissitudes of life and leadership. Only through accepting and exploring the hidden undercurrents that affect human behaviour can we begin to understand organisational life in all its complexities.



‘OUR MISSION
IS TO HELP CREATE RESULTS-
DRIVEN, SUSTAINABLE
ORGANISATIONS BY PUTTING
PEOPLE FIRST – TO CREATE BEST
PLACES TO WORK.’

Manfred Kets De Vries





ABOUT US

KDVI is the consulting firm of choice for creating better places to work, high performance teams, and initiating real organisational transformation. It was founded by Professor Manfred Kets de Vries, INSEAD Distinguished Clinical Professor of Leadership Development and Organisational Change and one of the world's foremost thinkers on leadership.

As your trusted advisors, we work extensively with top teams and boards in world-leading organisations to design bespoke programmes towards improving leadership effectiveness and alignment around a common strategy. We also design customised large-scale interventions through which a broader group of organisational stakeholders can be engaged in the process of development, change or transformation.

Our clients are national, international and global companies —including family businesses and NGOs— in pharmaceuticals, banking, insurance, education, telecommunications, healthcare, media, technology, energy, transportation, manufacturing and strategic consulting.

KDVI provides:

- › Decades of experience in organisational development
- › A psychodynamic-systemic orientation focused on pragmatic and real world solutions
- › Global experience working with culturally-diverse groups
- › Evidence-based methods linking academic research and organisational expertise
- › Long-term working partnerships focused on customised solutions and sustainable impact

Why KDVI?

- › We specialise in top management team, senior and board level interventions
- › Our interventions focus on pertinent business challenges and practical action outcomes
- › We adopt a psychodynamic orientation focused on pragmatic and real world solutions
- › We are a global business experienced in working with culturally-diverse groups
- › Our programmes are custom designed to client needs. We maintain flexibility and will adapt our interventions based on arising challenges
- › We work with world-class facilitators, coaches and academics
- › We use a dedicated core team to work closely with our clients to provide a seamless & high impact experience
- › We foster sustainable learning communities within the companies we work for





Most people will admit that success and failure in the business context seem to be linked to human behaviour; in other words, what people do, how they do it, and why they do it. However, leaders tend to focus on the consequences of organisational actions —successes and failures— often without considering the multiple underlying human motivational factors that lead to these outcomes. Unfortunately, this narrow focus often hampers leaders' ability to predict or influence the results of their strategic and operational plans and actions.

KDVI's psychodynamic-systemic approach to organisational intervention identifies challenges and issues at the business level, and in addition, draws attention to the deeper sources of energy and motivational forces that give impetus to, or create inertia against, human actions in organisations. In other words, we work with people in a holistic way, within their specific business context.

Organisational processes —such as on-boarding, strategy building, innovation, diversity, retention, leadership succession, crisis management and the like— cannot be fully understood without an exploration of individual motivation and group dynamics.

Thus if we can identify and understand such patterns of individual and organisational behaviour, we will be able to make more informed decisions about how to lead, and how to act. These new insights and data will also bring a wider range of options for sustainable development or change.

The outcome of a psychodynamic-systemic intervention is pragmatic and measurable, as this approach directly addresses organisational needs. For individuals, there is a payoff in such areas as talent development and succession, retention, and employee engagement. For groups, this approach leads to more effective team performance, both within teams, and among teams. At the organisational level, this approach underpins initiatives such as strategy implementation, mergers or acquisitions, and crisis management. At all levels, it is a way to create organisations that are flexible, sustainable, and great places to work.

A REAL WORLD
APPROACH

A photograph of Manfred Kets De Vries, an older man with white hair and glasses, wearing a dark sweater over a light blue shirt. He is looking slightly to the right of the camera. The background is blurred, showing other people in a conference setting.

'AT ITS HEART,
LEADERSHIP IS ABOUT HUMAN
BEHAVIOUR – WHAT WE DO,
HOW WE DO IT AND WHY WE DO IT.
LEADERSHIP IS ABOUT
THE WAY PEOPLE BEHAVE IN
ORGANISATIONS AND EFFECTIVE
LEADERS ARE THOSE WHO
KNOW HOW TO LIBERATE HUMAN
ENERGY AND INSPIRE PEOPLE
TO POSITIVE ACTION.'

Manfred Kets De Vries

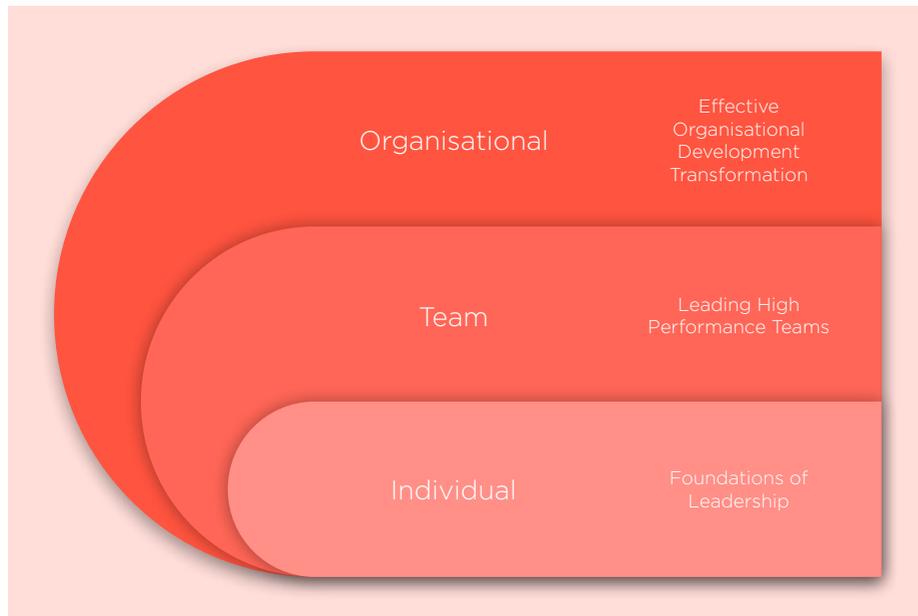
OUR SERVICES

Leadership programmes

KDVI's customised programmes are designed to take participants on a development journey that starts with individual and organisational objectives, and leads to a sustainable approach to learning and growth.

Our **Leadership Audit** with senior management allows us to identify organisational issues and challenges, understand interpersonal relationships, assess team alignment and to determine desirable outcomes of the intervention. Working with the client, we co-develop programmes based on core designs that are precisely focused on meeting the client's objective.

A dedicated programme design phase enables the client to play an active role in developing the programme content and delivery options. For example, at the individual level, we work on the behavioural **Foundations of Leadership**; at the group level we address the challenge of **Leading High-Performance Teams**; and if cultural change is an objective, then we take a broader approach to facilitate **Effective Organisational Development and Transformation**. All our programmes can be adapted in scope, targeting individual leaders to leadership teams to organisations as a whole.



Programme delivery emphasises methods that address the way people learn and explore. We use content and research-based lectures to introduce new ideas and outside perspectives. We help people integrate what they learn into their own working world through experiential learning, class and small group discussions and individual and group coaching. We make the learning pragmatic and actionable by helping people to design next steps and identify follow up support.



Lectures

KDVI's customised lectures and speaking engagements address an organisation's unique challenges and specific areas of interest.

Drawing on the latest academic research as well as practitioner experience, interactive discussions with KDVI faculty members help to integrate new insights into a particular organisational context. Lectures can be delivered to small groups as well as large audiences on a variety of topics.

Individual and group coaching

Executive coaching provides a challenging yet supportive working partnership that benefits individuals, teams and the organisation in which they work by providing a safe space in which leaders can assess and deal with the everyday dilemmas of their professional and private life. KDVI coaches are experienced group facilitators, skilled at helping people identify and delve deeply into areas for development.

Leadership development tools

KDVI's leadership development tools are specifically designed for executive development. Grounded in strong theoretical foundations as well as practitioner experience, our instruments have undergone years of testing and have been used by thousands of executives around the world. These psychometrically validated tools highlight individual, team and organisational strengths and areas for development. They provide an excellent starting-point for self-reflection and discussion.

Research

KDVI's research team consists of management and leadership scholars, who have a multi-disciplinary background in economics, psychology, sociology, anthropology and psychoanalysis. We adopt an evidence-based approach based on 40 years of research and practice in the psychodynamic-systemic framework to provide a basis for our intervention methodology and instrumentation development. We also provide benchmarking data for our clients by continuously building a database of over 30,000 executives across industries and countries and their leadership competencies. This database is also used by the research group to create world-leading academic research pertaining to leadership, executive development, and organisational change. For our clients, we also offer projects aimed at addressing major themes and challenges that executives face at different career and life stages.

Our research has been featured in *The New York Times*, *The Wall Street Journal*, *The Los Angeles Times*, *Fortune*, *Business Week*, *The Economist*, *The Financial Times*, *The International Herald Tribune* and the *Harvard Business Review*. Together, faculty members have published more than 40 books and 400 scientific papers, as well as numerous articles, book chapters and award-winning case studies.



KDVI leads interventions related to:

- › CEO and executive boards: Fair process, effective decision making
- › Career transitions: On-boarding, talent management and high potentials, succession planning and implementation
- › Dysfunctional dynamics: Conflict resolution, leader derailment, ineffective teams, strategic stalemates, inertia, miscommunication
- › Cross-cultural management: M&As, virtual teams
- › Innovation: Entrepreneurship, intrapreneurship, leading for creativity
- › Executive and organisational stress and well being
- › Diversity: towards a new, more inclusive organisational design
- › Corporate transformation and change management





HOW ARE WE DIFFERENT?

We are pioneers in the evidence-based, psychodynamic-systemic approach to executive coaching and organisational development. We specialise in the development of leadership soft skills, so that global and virtual teams can implement strategic objectives in highly complex organisational environments. We focus on execution—on getting things done.

Our work is evidence-based

- › We link academic research and organisational expertise. Our action learning focus explores clients' specific organisational processes and evaluates impact and results.
- › We partner with clients to explore individual and organisational causes and consequences of actions and decisions.
- › We design pragmatic and meaningful interventions to address real issues and underlying motivational factors.

Our scope is systemic

Our interventions situate individuals, groups and organisations within a holistic context of environment and history.

Results are sustainable

We take a long-term view, with interventions designed to foster continual organisational learning.

OUR TEAM

All our associates have global experience working with top teams and boards in a variety of business contexts. Many have worked as COOs or CEOs in a wide range of national and global organisations before retraining as coaches. Others are faculty in leading business schools, where they conduct research directly related leadership and to organisational development challenges.

KDVI's administrative team provides support for associates and clients before, during and after our interventions.



‘THE PRIME CHALLENGE OF ORGANISATIONAL LEADERSHIP IS TO CREATE PLACES TO WORK THAT GIVE PEOPLE MEANING, WHERE THEY CAN FEEL TRULY ALIVE AND PERFORM TO THEIR VERY BEST.’

Manfred Kets De Vries

