CCC THE**nomadic**MINDSET™ JOURNEY ASSESSMENT

REPORT

PREPARED FOR

MICHAEL CHAPDELAINE 23 MAR 2020

"Think Vastly, Act Narrowly" Binderiya





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The Nomadic Mindset Journey Assessment

Welcome to the Nomadic Mindset Journey Assessment (NMJA).

The sole purpose of the NMJA is to identify at what phase you are at on your journey towards a fully developed nomadic mindset. Understanding your NMJA result is part of how leaders can create their competitive edge in a highly evolving and transforming world. This journey can assist you professionally and personally to become more aware of performance issues such as,

Organisational Output

- Identifying and building greater awareness of leadership, management and employees "operating styles" and how this may be impacting the organisational journey
- Understand why communication and negotiations can go sideways
- Helping HR professionals identify talent and gaps at all levels
- A positive tool for discovery, innovation, hiring, negotiation, sales, communication...
- Help leaders see from a broader more expansive view of their organisational map
- Be instrumental in developing a bolder business model with focus on interconnected ecosystems
- Develop your competitive edge

Personal Output

- Where are you on your nomadic mindset journey
- Develop greater awareness of yourself
- What behaviours and qualities can strengthen your growth as a nomadic leader in terms of broad thinking, bold action, performance, and confidence.
- Your shadows sides which may be holding you back
- Help develop a courageous, collaborative and co-creative way of seeing the world
- Embrace a new world of curiosity, observation and listening so that you can identify opportunities when presented to you out of the blue
- Realize this is the edge that can help you transform your life

The NMJA is based on the findings laid out in the fresh new leadership book, 'The Nomadic Mindset: Never Settle...for Too Long' by Kevin Cottam.

See appendix 1 for deeper explanation into the nomadic mindset and the three nomadic mindset phases in the journey.

See appendix 2 for specific examples of how individuals embrace and display a nomadic mindset in terms of the things they do and say.

See appendix 3 & 4 for NMJA coaching and workshops to deepen the discovery and take action.



YOUR JOURNEY RESULTS OUTPUT

Transform this Report into Deeper Understanding, Clarity and Action.

Today more than ever, people and organisations are being asked to move, transition or adapt to the massive New Age that currently exists. For this you need a 'new edge'. I hesitate to use the term 'New Normal', as there is nothing normal compared to the past. For many at all levels of the pecking order, this is going to be a painful reality and will resist. For others, it will be a breeze and say bring it on. What category are you in? Where do you want to be that will make a difference?

The behaviours, qualities, attitudes and traits that are necessary for you and your organisation now and the future, live freely in the nomadic mindset. They will assist you and prepare you for traversing this evolving world with more ease, courage and acceptance of what is. These are the roots to uncover your competitive and unique edge.

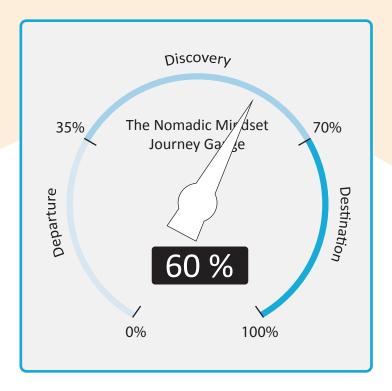
The great news is that all these behaviours live in everyone, you just may need assistance and support in tapping into them.

For this, CPMI and Performance Works International provide coaching and workshop journey solutions for you to explore. These can all be done virtually and face to face.

- 1. 90-minute debrief conversation session of the NMJA and how to expand and grow
- 2. Coaching Discovery Program based on The Nomadic Mindset 5D's Model (Direction, Departure, Discovery, Destination, Distillation). This will help you explore and discover the best nomadic you by drawing out the behaviours you wish to develop and maximize for your leadership journey.
- 3. Bite-size event to debrief and explore the NMJA
- 4. Full-day event to debrief and explore deeper with leaders and stakeholders the NMJA while exploring strategic mapping on how to integrate the nomadic mindset in the organisation.



The Nomadic Mindset Journey



Michael Capdelaine, you are at the Discovery Phase of The Nomadic Mindset Journey

Discovery Phase Interpretation (middle)

Imagine: You have had a few trips and discovered different experiences, ways of being and ways of working. That said, you haven't yet really stepped outside your comfort zone, from the familiar to brand new territory. Now is the time to be more deeply curious and committed to discovering a new base for your own ongoing experiences, learning and growing. An opportunity to think differently and start to operate differently.

You are now exploring, adopting and practicing (living) the behaviours and qualities of the nomadic mindset that you were introduced to in the departure phase with some relative ease and flow. You understand and are more clearly aware of your strengths and shadows side and can find ways of intervention within you to live a freer, more open, creative and balanced life and workstyle.

The biggest part of this discovery phase is now developing and honing your curiosity, listening and ability to fully observe what is a signpost of opportunity existing in your environment. You at times do not trust and often miss these signposts and this may come back to bite you. They will, however, often reappear to you in the same or different form until you notice them.

You are adopting in your leadership, relationships and communication ways to collaborate, be agile, adaptive and most of all have resilience for the periods of uncertainty. You recognize that co-creating with teams is paramount to brainstorm and come up with innovative ideas and decisions. Even though during this period you are open to discovery, you are sometimes dropping back to more rigid and direct less empathetic ways. However, you are able to catch yourself most of the time and are relatively open to hear other people's feedback and suggestions.

On the whole you are embracing this discovery phase and integrating the change and transformation on your journey to better performances in your life, work and as well as being of service to you all stakeholders, customers, friends, colleagues, direct reports... You are finding your winning edge. However, you realize there continues to be some behaviours of the nomadic mindset strengths and shadow areas holding you back and you want to explore those with a mentor or a coach to become the best version of yourself.

Some New Think Growth Areas

- 1. Hone your observation, listening and curiosity skills (spend time in nature or your office or ...)
- 2. Always explore by going nomadic wandering (daydreaming)
- 3. Go traveling on your own to an unfamiliar location or in your organisation or new position that involves some risk
- 4. Open your day with expansive wide-open thoughts before you focus in
- 5. Create a fluidity of thinking from expansive to narrow (focus) and back again to improve your mental agility, adaptability and flexibility 'Think Vastly, Act Narrowly', Binderiya
- 6. Do not travel the same way each day to work or to shops or friends find another way
- 7. Develop a love for seeking new knowledge, surroundings, relationships that are diverse in all aspects of diversity (mindset, race, religion, profession...)
- 8. Take a nomadic mindset strength you want to embrace and discover and explore creative ways to implement this in your life. (e.g. cognitive flexibility, collaboration, saying thank you)
- 9. Take a shadow side behaviour you find you are uncomfortable with and explore it
- 10. Observe something new every day and jot it down (a word, phrase, person, place, situation)



Appendix 1 - What is The Nomadic Mindset?

Simply put it is,

'The Movement of the Mind',

Batgerel Bat

The Mind being located, as neuroscientists would say, is found in three body locations – the head (brain), heart and gut. The nomadic mindset is the movement that allows you to freely flow interconnecting the head (brain), heart and gut to your whole-body awareness. This mindset inspires you to expand and open your mind to possibilities and opportunities you might not have thought possible. This is where your Edge lives.

Nomads have the mindset of exploring because it is through exploration that you can discover new opportunities, and now with all this transportation, it allows us to explore even further and faster.

— Kwek Kok Kwong, CEO, NTUC Learning Hub, Singapore —

I would say an internal guiding compass—your mindset—are the principals, the experiences, your frame of references in how you approach various things, so it's very much an internal framework. The nomadic mindset doesn't physically have to be on the move, but I think it's almost like the movement within yourself that you are always moving to the next thing. It might not be a place, but it would be to a new idea or to a new concept. I think it is that kind of new, fresh renewal.

- Claire Smith, VP Sales and Marketing, Vancouver Convention Centre -

It is the 'whisper of the future', the nomadic mindset is best placed to do this, because there is stillness of listening. It is a whisper, it's there, and I need to have the internal stillness, so stillness is part of the nomadic mindset: the capacity to still the mind and listen attentively to what needs to unfold next. There's a magical quality to it. It is a different set of competencies.

- Robin Alfred, CEO and Founding Director, Findhorn Consultancy Service -

The Three Nomadic Mindset Phases

The Nomadic Mindset is the mindset of the Future of Work. It is the mindset that will drive the advancement, innovation and sustainability of organisations in this multi-generational universe.

There are three phases identified in the NMJA that help you become aware of what phase of the nomadic mindset journey you are currently in.

The phase you are at on your journey is based on a summary of how strongly you agree or disagree to 30 statements that represent a variety of behaviours, attitudes, and qualities typifying a nomadic mindset.

In this mindset, there are behaviours that can be seen as strengths and shadows sides. This will help you become aware of and identify which behaviours and attitudes you may want to work on in coaching to authentically improve your life, performance, leadership and fulfillment. The NMJA is part of your self-care leading towards your new Edge.

Overtime, your journey has the capacity to naturally move, shift and change due to culture, geographical location, age, learning, awareness, crisis and many other factors.

The three phases are,

Phase 1: Departure (first third) This is the beginning or awareness phase where you are learning or gathering information about the nomadic mindset behaviours and qualities you may be adopting, living, acting upon or not. You are exposed to your strengths and shadows sides of the nomadic mindset and those that may be holding you back and those that are propelling you forward in your mindset and actions in life.

Stage 2: Discovery (middle third) You are now exploring, adopting and practicing (living) the behaviours and qualities of the nomadic mindset with some relative ease and flow. You understand more clearly your strengths and shadows side and find ways of intervention to live a freer, more open, creative and balanced life and leadership.

Stage 3: Destination (final third) You are very comfortable and freely flow in your nomadic mindset, by owning the behaviours and qualities that lead you to a more balanced awareness and expansive view of your strengths and shadows sides. You are now fully at home with the action orientation of the nomadic mindset which shows up in your way of being and how you lead with truth, integrity and authenticity.

Appendix 2

Examples of Individuals with a Nomadic Mindset

Familiar Individuals who come to mind that exhibit varying phases of development of the nomadic mindset are Steve Jobs (Apple), Elon Musk (Tesla), Richard Branson (Virgin), Jack Ma (Alibaba), Jamsetji Tata (originator of Tata), Mahatma Gandhi, Nelson Mandela, Oprah Winfrey, and Maya Angelou. These people truly have an expansive, creative, and innovative mindset and yet their shadows may also appear at times.

Potential Avatar of a Nomadic Mindset

Organisation "X" is at a turning point financially. Leader "Y" is taking a moment to reflect upon the fully packed day of meetings, calls, and conversations with different employees:

Sitting looking out of their office window on the thirty-second floor, "Y" contemplates and explores, from a wide angle, the new directions the company needs to move towards to stay globally relevant. "Y" has already entertained the ideas of the executive team.

"Y" is curious about each element of the proposed ideas presented earlier and looks at what is further needed to make a decision and whether the idea is bold or innovative enough. Also, "Y" asks if these ideas align with their vision and sustainable perspective over the next five years. Y" further contemplates how important it is to adapt to new and changing times with speed and agility. And how can "Y" convince an uncertain path forward and keep everyone together?

Leader "Y" decides to leave the office and take a walk-through different departments to observe the different teams and question different employees regarding their needs and the company's future direction. "Y" believes simple, clear communications are vital to make decisions and then influence others to travel the journey together. Leader "Y" returns to their office and makes some clear, intuitive, bold, strategic decisions and calls for a meeting of the executive team, staying open to the potential conflicting conversations.

Research Observations

The nomadic mindset lives and breathes in every person, organisation, institution, and NGO and in all walks of life. It may appear in other assessments or tools or classification by a different name, idea or thoughts. The representative behaviours of the nomadic mindset are part and parcel of your internal make-up as a human being. You just may or may not trigger on them depending on a variety of environmental factors such as age, geography, culture, economic wealth, language, family and societal values, education, to name a few.

When asking a variety of industry leaders in different fields and size of organisation, I have found through research polls taken during speeches and presentations, 66% and higher say they need more people who have a nomadic mindset. A curious fact, indeed, and what might this mean?

This result reflects how leaders are thinking, experiencing and questioning the current and future needs of society and business. Some of these areas of thought and behaviours are essential for uncovering your New Edge. They are,

- inter-cultural needs and shifts
- inter-generations in the workplace
- dealing with uncertainty
- desire for more empathetic relationships
- integration of all the new digital capacities that are popping up like the speed of light
- innovation
- agile, adaptive and remote working
- the ability to prepare for further disruptions and think long term

If this is so, then it is prudent to ask some questions ...

- What are you doing to tap into your nomadic mindset?
- How is your organisation integrating more individuals with a nomadic mindset?
- How are you relooking at your business models, strategies, processes, performance and even communication from a nomadic point of view?
- How can adapting and triggering a nomadic mindset improve sustainable growth?

Behaviours/Qualities of a Nomadic Mindset

For every personality typology or characterisation, people exhibit specific behaviours, beliefs, qualities and attitudes. Remember that these are broad generalisations which have been observed and researched in the presence of thought leader experts.

You may not exhibit or associate with a lot of them or some of them or none of them, this is not a problem. This is an assessment that is meant to promote and provoke awareness development. If you sense some of them are not your strengths and maybe are your weaknesses, then this might be the time to work with a coach on those behaviours you want that will strengthen your nomadic mindset, life and leadership in general.



Strengths

- The movement of the mind
- Creativity leading to innovation
- Energetic, curious and inquisitive mind (no borders)
- Agile, adaptive cognitive flexibility
- Highly developed listening and observation skills
- Asks questions and the 'what if' principle
- Never settles for too long just long enough to reap the benefits
- Big expansive picture while narrowing into to focus on a solution
- Loves to explore, be a pioneer and forge new paths
- Charming and highly empathetic
- Honors independence while being a strong supportive team/community player
- Highly interconnected to their senses and intuition
- Aligned with deeper sense of purpose, meaning, and vision
- Interconnectedness of all 'things' and ecosystems that make up the planet
- Inspires community, collaboration and co-creation
- Sees future possibilities, signposts of opportunity
- Holds well-being of community, organization and self as fundamental for growth
- Courageous, Brave and Bold
- Enjoys being a risk taker
- Embraces change
- Focused and strategic thinker
- Highly resilient and balanced beings
- Moves / Thinks with a flexible tempo
- Moves toward something...
- Equality and diversity in communication are paramount
- capable of fluidly flowing between ideas, conversations, thoughts, and more in a flexible tempo
- can meet contingencies and responds well to emergencies

Shadow Side

- Lack focus
- Unpredictable lone rangers
- Skeptics
- Run off on their own, too independent, and forgets about taking teams and community with them
- Too far ahead of the crowd and doesn't spend the time to communicate well enough
- At times, moves in too many directions, thoughts and ideas at once
- Has a tendency to get over-excited, anxious and frustrated by others not following along
- Can also become egocentric and arrogant or aloof if not managed
- A tendency to go to fast in decisions, or directions, or communication
- Can forget to listen at times
- At times flighty and in too self-absorbed in their own world
- Potential to dip into a depression if they get stuck or blocked
- Can be slow in making decisions to the frustration of others however, on the flip side this might be a strength because other things may be at play hence communication is vital
- Not keen on seeing things through
- Can seem to be not present with you and off in another world

Appendix 3

Coaching Paths for the Nomadic Mindset Journey Assessment (NMJA)

1. Virtual Coaching Debrief (1.5 hours)

- We will explain and discuss the meaning of the assessment with you.
- We will review the report and results for deeper clarification.
- We will answer questions you may have on the report or results.
- We will suggest paths on how to accelerate your nomadic journey by looking at both your strength and shadow sides.

Fee: from \$500.00 USD

Includes

- a. The Nomadic Mindset: Never Settle...for Too Long e-book
- b. NMJA assessment
- c. 1.5 hours of coaching either virtually or face to face

2. The NMJA Coaching Program

"You co-create a journey from an 'old world of what is' to a "new world of what is to be...."

The main focus of the NMJA Coaching Program is to work with you toward the following:

- gaining a deeper clarity of the whole NMJA journey and what it can mean for you
- understanding that 'mindset' is a unity of mind, heart and gut (intuition)
- exploring a more expansive understanding of the nomadic mindset
- maximizing your behavioural strengths and transforming your shadow-side behaviours to your advantage
- tapping into your nomadic mindset as a driver for positive actions and outcomes
- finding clarity on how the nomadic mindset plays a role in your life and career.
- harnessing a free and fluid mindset that moves easily from expansive (big picture) to narrow (focused decision making)
- building greater confidence in yourself to think and do differently as you accelerate your own Nomadic Mindset Journey
- creating a more conscious communication style with others and learning how to work and be with them
- strengthening your awareness
- exploring new possibilities and opportunities that utilize your mindset to its full potential
- clarifying what is your Edge



5D's Nomadic Coaching Model

"Creating the world that can be...."

The 5D's Nomadic Coaching model was developed to take the coachee on a rich, story-filled journey where the coach co-creates with the coachee "the new world that can be...." For the purpose of clarification, the "new world" can be your relationships, leadership style, communication, presentations, business transformation journey and more.

We will use a fluid 5D's Nomadic Coaching Model/Map, which stands for Direction, Departure, Discovery, Destination, and Distillation.

This will be the process we will work with during your sessions. When we refer to the nomadic, we refer to "the movement of the mind." We will adventure and explore together just like nomads do when they go on caravan migrating to new pastures or locations or discoveries, so they can find new possibilities, opportunities, and deeper awareness.

- 1. Direction: Where are you, the coachee, heading or going or want to find out
- 2. Departure: What information do you or your coach need to know or gather before you start your journey
- 3. Discovery: What appears for you to discover along the way, learn and realize
- 4. Destination: What is your new world and the actions you are going to implement in the new world i.e. behaviour change
- 5. Distillation: Where have you come from, i.e. the journey and learnings you are, how you feel and what is now important for you.

Nomadic Coaching Programs (Virtual or Face to Face)

Stages

- 1. completing the online assessment: Nomadic Mindset Journey Assessment (NMJA)
- 2. ranking your priority values (online tool)
- 3. define the behaviours you wish to work on
- 4. setting/defining the overall possible Direction (1 hour)
- 5. going through the 5D's

Coaching Packages

- **1.** The program can be pre-purchased in 6, 8, 10, or 12 hours packages.
- The contract (ticket) is signed and purchased online via PayPal or Visa at www.thenomadicmindset.com
- 3. You can also send me one question via email between sessions
- 4. The Nomadic Mindset: Never Settle...for Too Long (e-book or PDF) is included in the package. There is a shipping surcharge, if you wish to have the paperback.
- 5. Online NMJA assessment and Values ranking tool fees are included
- 6. Programs are virtual and or face to face (a higher fee due to travel time)
- 7. Working with two coaches on the different assessment tools

Fee Information / Contact and Booking Kevin Cottam

Creative Performance Mastery International Pte Ltd E: connect@thenomadicmindset.com Jeremy Blain

Performance Works International Pte Ltd E: info@performanceworks.global



Appendix 4

The Nomadic Mindset Journey Assessment (NMJA) Workshops for Organisational Transformation

Option 1: In-House or Virtual Event Bite-Sized NMJA Internal Event (Workshop)

Complete our unique NMJA before attending this half-day interactive event which will take you on a short journey to

- 1. debrief, explain, and clarify the results of your personal assessment
- 2. learn about the stages of the nomadic mindset journey and their benefits to individuals, teams and organisations (especially in today's new world)
- 3. discover strength behaviours that will help you and your team better thrive together
- 4. Discover shadow-side behaviours that might be holding your team back
- 5. Create actionable steps forward to accelerate your nomadic mindset journey

Process

The event whether virtual or live event will,

- 1. be interactive using different activities depending on the presentation format
- virtual chats, polls, breakout rooms, whiteboard, videos
- live breakout groups, videos, music, journey mapping, physical activity
- 2. apply the 5D's Coaching Journey Model/Map in a group/team format (taking you from where you were 'old world' to discovering your 'new world')
- Direction: Where are you heading or going or want to find out
- Departure: What information do you need to know or gather before you start your journey
- Discovery: What you will discover along the way, learn and realize
- Destination: What is your new world and the actions you are going to implement in the new world i.e. behaviour change
- Distillation: Where have you come from, i.e. the journey and learnings

Benefits

- 1. Higher level of self-awareness of where you and your team are situated on your journey towards the nomadic mindset
- 2. Discover your personal and your teams' strengths and shadows sides.
- 3. Build more confidence and energy as teams and personally to expand your thoughts and actions
- 4. Develop the nomadic mindset across your team or organisation.
- Discover your own path to migrate through the nomadic mindset journey and into meaningful, bold and measurable action
- 6. follow the 5D's Coaching Model

Length: 3.5 hours

Delivery: Virtual or In-House

Attendees: a department, team, managers, executive board, or leadership team

Pax: 12 to 30 (numbers can vary depending on group)

Customization: We work with the client to co-create the best possible outcome by discovering in advance the specific needs of the organisation and the reason for attending this bite-sized event.

Fees: from \$4000.00USD



Option 2: In-House Full-Day Event or 2 Half-Day Virtual Events

The Nomadic Mindset Journey to your New Edge

Full Day Live Event

'It is not your skills, talent and competences alone that creates high performance, it is the mindset that drives them to be used efficiently and effectively.'

Kevin Cottam

This highly interactive journey event goes deeper into the understanding and implementation of your mindset assessment results as the catalyst for growth. You will go through stages, first starting with you the individual, then the team and followed by the organisation. At each stage of the workshop you will be mapping out the mindsets, behaviours, skills, and strategies needed to move forward faster and more efficiently towards higher performance levels related to what drives you. By the end, organisational and personal-action planning will help you complete the journey road map with deeper clarity on what is your Edge.

2-Part Virtual Event

The virtual event will be divided into 2-Half-Day workshops with interactive functions such as polls, chats, break-out rooms, and white-boards. There will be two short breaks as being online can be rather long at the best of times.

Part 1: Discovering and mapping the individual and team

Part 2: Focus on mapping the organisation and developing strategies and action planning by narrowing in on integrating the behaviours typified with the nomadic mindset into business culture leading to uncovering a clearer Edge.

Benefits

- 1. Higher level of self-awareness of where you and your team are situated on your journey towards the nomadic mindset
- 2. Discover your personal and your teams' strengths and shadows sides.
- 3. Build more confidence and energy as teams and personally to expand your thoughts and actions
- 4. Develop the nomadic mindset across your team or organisation.
- Discover your own path to migrate through the nomadic mindset journey and into meaningful, bold and measurable action
- 6. follow the 5D's Coaching Model

Process

The event whether virtual or live event will,

- 1. be interactive using different activities depending on the presentation format
- virtual chats, polls, breakout rooms, whiteboard, videos
- live breakout groups, videos, music, journey mapping, physical activity

- 2. use the 5D's Coaching Journey Model (taking you from where you were 'old world' to discovering your 'new world')
- Direction: Where are you heading or going or want to find out
- Departure: What information do you need to know or gather before you start your journey
- Discovery: What you will discover along the way, learn and realize
- Destination: What is your new world and the actions you are going to implement in the new world i.e. behaviour change
- Distillation: Where have you come from, i.e. the journey and learnings

Length: 8 hours

Delivery: Virtual or In-House

Attendees: a department, team, managers, executive board, or leadership team

Pax: 12 to 30 (numbers can vary depending group)

Customization: We work with the client to co-create the best possible outcome by discovering in advance the specific needs of the organisation and the reason for attending this bite-sized event.

Fees: from \$8000.00USD

Further Information

All the workshops are bespoke. They are best integrated with a follow-up coaching package for individuals and teams. This will help to lead to more sustainable transformation and higher inspired performance levels.

Information Contact and Booking

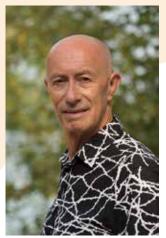
Kevin Cottam

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Master Facilitators / Coaches / Moderators

Biographies



Kevin Cottam, PCC, BSc

Kevin Cottam, Canadian, helps dynamic leaders uncover their organisations winning edge. He proudly shares, he is a Global Nomad who happens to be a Professional Keynote Speaker, deliver Out of the Box Coaching, Trains dynamic people and organisations and is an Author plus host and creator of the Nomadic Mindset Podcast.

Kevin lived on the skaters edge for 30+ years as a former elite choreographer for World and Olympic Figure Skating Champions and director of large-scale international touring productions such as Holiday on Ice.

He believes we have become too narrow in our thinking patterns and we

need to expand our innate global thinking to create a new age edge bringing humanity, economic practices, healthy democratic governances and nature/climate together. He says to do this, we need to tap into our nomadic mindset.

He is the author of two books: The Nomadic Mindset: Never Settle...for Too Long (leadership) and Aha, Mother's Pearls (self-development)



Jeremy Blain

Jeremy is the Chief executive of PerformanceWorks International (PWI), a company that helps organisations, executive boards and leaders succeed in the digital climate amidst disruption, opportunity and uncertainty.

Jeremy Commands extensive experience as a transformation leader and adviser at the board-level globally. He has operated on an international basis to launch successful businesses and to turn underperformance into excellence. As a result of this, Jeremy was named International GameChanger™ of the year 2019/20 in the ACQ5 global awards.

His roles have included sales, marketing, business operations, general management and executive board posts in Europe and Asia.

Jeremy has worked in most major markets of the world and recently returned to his native UK following a 7-year posting in Asia, where he set up and grew a training and consulting company operating from India to the Pacific.

Expert Team

We are supported by an expert team of assessors and coaches to support our global customers through their NMJA experience.

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