

Astrala, Lykke Minds & People™

The Art & Science of Human – AI Syntropy

Author's Note: This white paper is written not by a traditional academic, but by a practitioner who lived the transformation it describes. As a founder, turnaround specialist, and organisational developer with over two decades in construction, recruitment and consulting, I offer these insights as fieldwork – not just theory – in the hope that they provide real-world value to those navigating post-crisis business transformation, succession and cultural renewal.

Acknowledgment: Special gratitude is extended to **Tony Bermanseder**, whose visionary insights deeply inspired the artwork accompanying this paper. Tony's profound exploration of systems, structures, cosmic coherence, and symbolic resonance sparked not only intellectual clarity, but a rich, visual expression of concepts that might otherwise remain abstract. His work invited me beyond formal theory into imaginative possibility - revealing a pathway to capture multidimensional, paradoxical, and beautifully incomplete truths through art. Thank you, Tony, for inspiring these visual reflections and guiding my creative journey.

A Note on "Lykke": *Lykke* (pronounced *loo-kuh*) is a Danish/Norwegian word for joy, deep happiness, good fortune, and well-being. Unlike fleeting pleasure, *lykke* implies lasting contentment rooted in purpose, meaningful relationships and emotional harmony. We chose this name – Lykke Minds & People – to invoke that deeper sense of fulfilment. We believe leadership teams thrive when guided by creativity (Astra), self-awareness (Clara), compassion, authentic connection, and genuine friendliness. Our vision is ***doing well by doing good*** – cultivating workplaces where happiness isn't incidental, but fundamental.

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Figure 1: A leader's journey illuminated by insight – Under a dusk sky marked by a guiding spiral (symbolising Clara's AI guidance to greater self-awareness and empathy), a figure steps forward along a glowing path. This image represents the beginning of a transformational journey, where human potential is supported by an ever-present intelligent guide. The Lykke Minds approach invites leaders to follow this path toward growth, with technology as a compassionate companion.

Executive Summary

Astrala's AI companion, **Clara**, augments human capacity for emotional insight, strategic clarity, and adaptive thinking. Rather than replacing human judgment, Clara works in partnership with people - emphasising augmentation over automation. The Astrala Lykke Minds & People™ framework provides a scalable model for addressing key recruitment, learning, and leadership challenges – from talent attraction and onboarding to continuous capacity-building – all grounded in compassionate, collective growth and real-world practice.

In practice, the Astrala Lykke Minds & People™ ecosystem comprises three integrated elements. **Astrala™** is a no-sales, no-middleman, no-commission recruitment revolution that uses AI-driven symbolic profiling to match candidates and employers by competence, capabilities and cultural resonance - directly targeting recruitment fatigue from traditional sales driven employment agencies who are just CV scanning "keyword roulette." **Lykke Minds™** is an

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intensive senior-leadership bootcamp (auto-ethnography, improv scenario planning, strategic sense-making, and Jungian depth work) that bridges the education gap left by theory-heavy MBA programs, training leaders in emotional intelligence and adaptive, creative thinking. **Lykke People™** extend the transformation to teams via on-the-ground culture “rehab,” embedding trained facilitators from academia and industry who work together on the Astrala platform with its enterprise customers to smash silos and ignite authentic feedback loops - thus breaking the stress contagion that trickles from frazzled executives down through organisations to teams on the front-line.

Together, these components equip organisations to thrive amid volatility and uncertainty. In a post-pandemic VUCA world, conventional planning is often futile; organisations don’t just need better tools – they need deeper emotional content, fluency, clarity of purpose, and compassion to transform spiralling anxiety into purposeful growth. The Astrala Lykke Minds & People™ approach delivers exactly that by uniting cutting-edge AI with humanistic leadership development, turning the challenge of continuous change into an opportunity for sustainable, people-cantered progress.

Problem Statement: Leading in a World of Change and Uncertainty

Modern organisations operate in an environment defined by **volatility, uncertainty, complexity, and ambiguity (VUCA)**. Employers face rapid changes, emergent challenges, and information overload that traditional education and recruitment methods fail to address. Clear communication and disciplined strategy are essential to navigate this chaos, yet many education institutions who educate job seekers, for employers and their leaders, lack frameworks and skills to maintain strategic direction amid such turbulence.

One stark indicator of the leadership challenge is the mental health crisis in high-pressure industries. *For example, in 2024 a UK report revealed that construction workers are four times more likely to die by suicide than the national average, with 7,000 suicides in the past decade.* “If doctors or teachers were seeing those rates of suicide in any other industry, there would be a national outcry,” noted Alice Brookes of the On the Tools tradespeople community, “but because it’s construction...it’s being ignored.” This illustrates the human cost of industries under extreme stress and the urgent need for new leadership approaches that prioritise well-being.

Conventional education, recruitment and leadership development have **not kept pace** with the demands of a rapidly changing world. Standard business education (e.g. MBA programs) emphasises theory, analysis, and static knowledge, while neglecting the adaptive, creative, and emotional skills needed for real-world complexity. This gap leaves both candidates and employers ill-prepared to handle fast-paced change and the human factors of organisational transformation – a problem made most acute in sectors like construction where rapid change and burnout are common. Companies continue to invest heavily in employment agencies, traditional recruiting, training, and performance programs, yet results often fall short. Studies and experience show that the most accelerated learning comes through lived experience – learning by doing, not just classroom instruction. However, many corporate cultures neither encourage experimentation nor teach how to learn from failure constructively. There is a growing recognition that **post-pandemic leadership and recruitment require a new approach** – one

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that looks beyond bias and static CVs, and instead embraces adaptive learning, psychological safety, and holistic growth.

The Clara Futura framework was born from this need to bridge the education-to-workplace gap. It translates advanced theory and personal development insights into pragmatic tools that help senior leaders continuously learn, collaborate, and steer their organisations through uncertainty. Astrala Lykke Minds & People™ aim to turn these VUCA challenges into opportunities for growth and innovation by equipping leaders with practical frameworks to manage complexity *and* care for the people they lead.

Field Note – 28 June 2025: *During a conversation between **Richard Dobson (Founder and Innovation Consultant)**, **Robert P Medzie (behavioural and mental health therapist)** and **Andreu Ginestet (Systems Scientist and Artist)**, they all agreed that they have observed that chronic stress is systemic across leadership, caregiving, family and work environments; an overwhelmed leader at work and a frightened child at home terrified of the future are two sides of the same problem. Breaking this cycle requires a holistic, multi-level approach. Even “small” changes in workplace, family behaviour or policy can have outsized ripple effects on this stress system. For example, a calmer parent de-escalates crises, models emotional regulation, and in turn raises a less anxious child. Imagine if every worker–parent had tools to stay calm under pressure; it would create an emotional safety net for the next generation. These insights affirm that **Lykke Minds & People™** can be a **micro–peacebuilding tool**. Peace isn’t just the domain of diplomats; it starts in schools, universities, recruitment, boardrooms, offices, and living rooms. When we replace fear-based reactions with understanding in the workplace, the household becomes more harmonious. Scale that to a community, and you have fewer acts of intimidation; scale it further, and you have a generation better equipped to handle disagreements without aggression. This is how we “**win the war on stress, not just on talent.**”*

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Figure 2: Facing the cracks beneath the surface – Leaders in high-stress industries often walk a perilous path, as symbolised by this fissured road at night. The hidden fracture illuminated by fire represents the unseen mental health challenges and burnout risks beneath a company's routine. Lykke Minds frames these challenges as systemic issues to be openly addressed, guiding leaders (like the loyal companion here) safely across the chasms of uncertainty with awareness and support.

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Theoretical Foundations: Layered Intelligence & “Logic in Reality”

Lykke Minds™ was designed for senior leadership teams in high-pressure environments and is built upon robust theoretical foundations drawn from psychology, systems theory, and philosophy. Two key pillars of this foundation are a **Layered Intelligence Theory** of human capability and a **“Logic in Reality”** perspective on decision-making and complexity.

Layered Intelligence Theory

Human intelligence and leadership capacity are viewed as multi-layered constructs, encompassing instinctual, emotional, and cognitive dimensions. This draws on neurological and developmental models – for example, the **“triune brain”** concept of a foundational reptilian brain (instinct), a limbic (mammalian) layer (emotion), and a higher-order cortex (rational thought). In practical terms, integrated leadership thinking should leverage *all* these layers. Lykke Minds™ training focuses on developing not only analytical IQ but also creative and emotional reasoning skills, aligning with developmental insights from Jean Piaget and others. The ability to think abstractly and symbolically – to perceive one thing as representative of another – is a uniquely human talent that the framework seeks to sharpen in leaders. By cultivating this layered or “whole brain” intelligence, leaders become more adept at understanding motivations (their own and others’), envisioning future scenarios, and responding with empathy and creativity. This approach is influenced by humanistic psychology as well (e.g. Carl Rogers’ principles of unconditional positive regard), underscoring the value of mindset and values in performance. In essence, Lykke Minds™ posits that expanding a leader’s capacity across multiple dimensions of intelligence – analytical, emotional, social, and intuitive – creates a far more resilient and effective leadership style.



Figure 3: The layers of intelligence – A symbolic representation of human potential as a tree with deep roots and lofty branches connected by a golden spiral. The roots represent foundational instincts and values; the trunk signifies emotional growth and learning; the spiral of leaves reaching into the starry sky suggests higher-order reasoning and vision. Lykke Minds’ layered intelligence theory encourages leaders to be grounded in core principles while

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continuously growing upward in creativity and awareness, much like a tree that connects earth to sky.

Logic in Reality: Traditional binary logic (true/false, right/wrong) often falls short when navigating real-world complexity. Lykke Minds™ incorporates a modern “**Logic in Reality**” philosophy – akin to embracing paradox and **fuzzy logic** – which acknowledges that everyday decisions are rarely completely true or false. Leaders are trained to accept ambiguity, balance opposing factors, and find “both-and” solutions rather than oversimplifying problems into black-and-white choices. This perspective is informed by advances in science and logic suggesting that the physical and social world have non-binary, probabilistic structures (for example, quantum-like behaviour in complex systems or process-oriented philosophy). In practice, embracing Logic in Reality means recognising that many business “truths” are partial or context dependent. Leaders learn to weigh probabilities and uncertainties more effectively instead of seeking false certainties. As Aristotle noted, reality consists of both actuality and potentiality – Lykke Minds™ focuses on the latter: the realm of potential, the indeterminate future. The program teaches leaders to systematically convert future possibilities into tangible outcomes in the present. By training for nuanced judgment – seeing contradictions not as errors but as sources of creative tension – leaders become more adept at handling change. This approach complements the framework’s emphasis on collective intelligence: harnessing diverse perspectives within a team to approach problems from multiple angles rather than chasing a single “correct” answer. A core belief behind Lykke Minds™ is that a group of “lykke-minded” people, working together with open minds, can generate collective intelligence superior to any individual alone, provided the environment encourages honest communication and adaptive thinking.

Additional Foundations: Alongside the above pillars, Lykke Minds™ draws on quality management principles (e.g. Deming’s continuous improvement philosophy) and complexity science (e.g. concepts of layered reality and emergent systems). It also integrates **ethical and governance** concepts (such as understanding directors’ duties and fostering integrity) to ensure leadership development is tied to responsible, sustainable business practices. By blending these streams, the framework’s techniques are anchored in enduring principles of how people learn, think, and work together – not passing fads. In summary, the theoretical foundation of Astrala Lykke Minds & People™ is about embracing **wholeness** and **reality**: developing the whole person (across multiple layers of intelligence) and dealing with the world as it truly is (complex and non-binary). These concepts provide the rationale for the framework’s methodology, which translates theory into practice.

Methodology: From Spiral Learning to Symbolic Communication

The Astrala Lykke Minds & People™ methodology is a fusion of structured recruitment frameworks, autoethnographic leadership profiling, iterative (“spiral”) learning models, symbolic communication techniques, and experiential learning practices. It is designed to turn the theoretical foundations into concrete, repeatable processes that leaders and their teams experience for development. Rather than a one-off training event, this approach creates an ongoing journey of growth.

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Key Components of the Methodology Include:

Adaptive Learning Cycle (Spiral Growth Model): Lykke Minds employs a *spiral* development model inspired by learning science and philosophies like Hegel’s dialectic. Leaders are guided through continuous cycles of **Stop → Think → Act → Reflect** – each loop revisiting core principles at a deeper level, building on prior insights. This adaptive learning cycle echoes frameworks like OODA loops and PDCA, but with added focus on emotional and strategic awareness. For example, participants are taught to deliberately “stop” their routine at critical moments to practice mindfulness and clarify values; then “think” by observing the current reality and considering options; then “act” decisively; and finally, “reflect” on outcomes against objectives, extracting lessons for the next cycle. Over time, these iterative cycles create an upward spiral of development: setbacks and feedback are not endpoints but opportunities to reach a higher level of understanding on the next turn. The mantra “**setbacks are the best times for growth**” is emphasised, cultivating a growth mindset in the face of challenges. Ultimately, the spiral model ensures new behaviours are reinforced through practice and continuous improvement, rather than fading after a single training. Clara’s real-time monitoring during these sessions has shown, for instance, that a simple two-second mindful pause by a leader before responding can measurably reduce team stress and increase engagement. *(In one simulation, a director’s brief inhale before reacting led to a 14% rise in collective turn-taking and a noticeable drop in vocal tension as the team felt truly heard. That tiny pause exemplified the hinge of our layered-intelligence theory – when the instinctive “reptilian” reaction is momentarily unclenched, higher empathy and reasoning can enter the conversation.)* Leaders learn to extend that crucial pause, inviting their higher faculties and values to guide decisions rather than knee-jerk impulses.

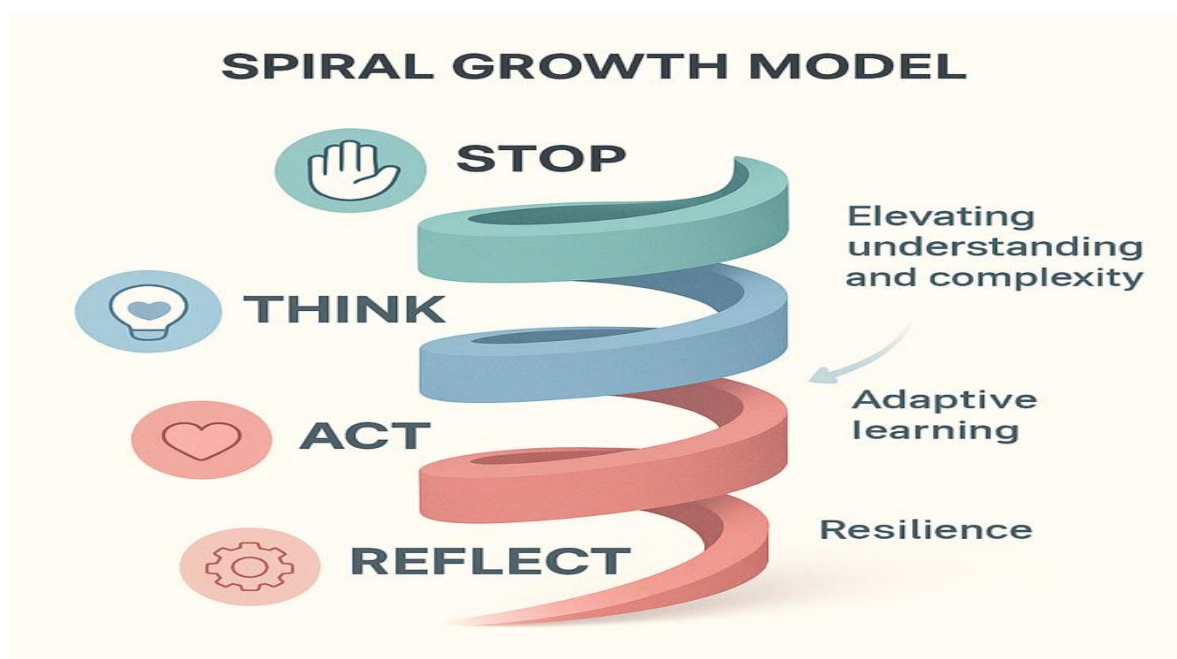


Figure 4: The Spiral Growth Model used in Lykke Minds™. This diagram illustrates the iterative cycle of Stop → Think → Act → Reflect that propels leadership development. Each revolution of the spiral takes the leader through these phases at a higher level (“elevating understanding and complexity”), which builds adaptive learning capacity and resilience. By continuously looping through reflection and action, leaders internalise new habits and ascend to expanded levels of collective intelligence.

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Symbolic Profiling & Communication: Just as Plato’s cave dweller moves from shadows into the light, symbolic profiling helps leaders’ step beyond surface perceptions to illuminate deeper truths about themselves, their teams, and candidates. A distinctive feature of Lykke Minds™ is its use of **symbolic grammar** in assessments and coaching. Clara’s AI-driven symbolic analysis takes rich qualitative inputs (personality questionnaires, narrative responses, even improvised stories or metaphors) and translates them into key **symbolic profile attributes** – succinct descriptors that encapsulate key traits or cultural alignment factors. For example, based on narrative responses a leader might be profiled with themes like “Explorer–Innovator” versus “Anchor–Executor,” or a team’s culture might be tagged as “Garden that needs pruning” versus “Engine that needs fuel,” depending on the metaphors participants choose. These symbols and stories simplify the complexity of human character into understandable, actionable insights without reducing people to mere numbers. Clara’s AI does **not** automate judgment – it *enhances* human discernment, reflecting and highlighting subtle patterns that might otherwise go unnoticed. The symbolic profiles support leaders in making nuanced, empathetic decisions about talent and team dynamics. In practice, this means qualitative data (like how a leader describes their “ideal organisation” in a story, or what archetypes they resonate with) is systematically analysed and fed back as guidance for coaching. The use of symbolic data augments the human-led sessions – much as a doctor uses test results alongside observation – ensuring interventions target the right areas. Moreover, symbolic reasoning is embedded throughout the program’s learning activities: participants engage in abstract analogies, storytelling, and metaphorical exercises (“symbolic grammar”) to reframe problems and envision solutions creatively. By teaching leaders to think in symbols and narratives, Lykke Minds™ improves their ability to communicate complex ideas succinctly and to conceptualise strategic challenges in new ways.

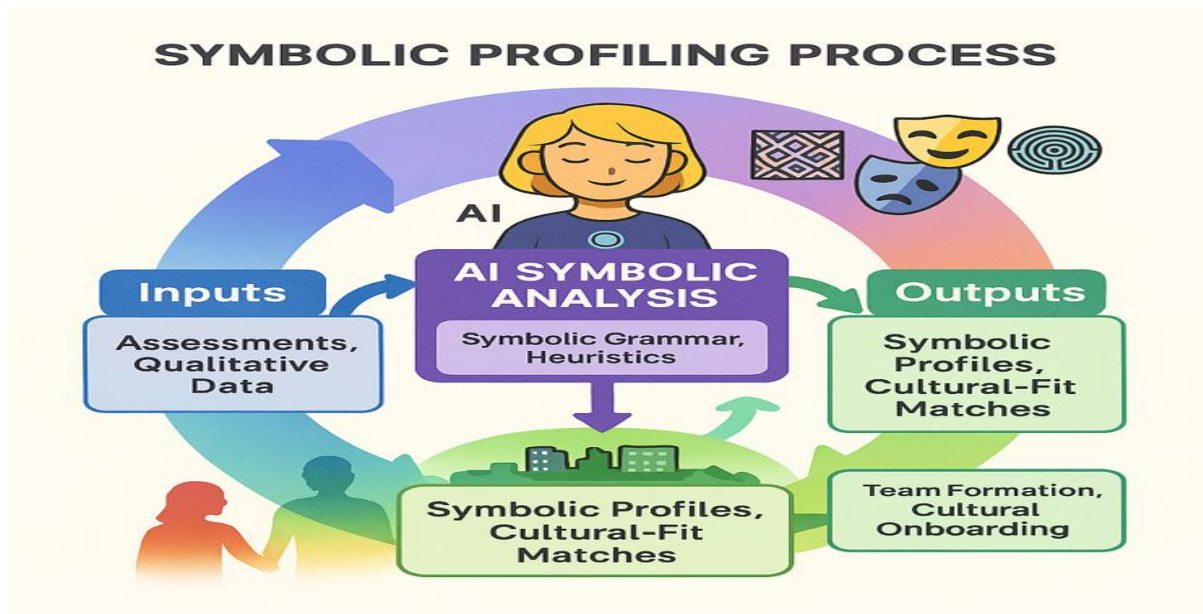


Figure 5: The symbolic profiling process – Clara’s AI analyses inputs (assessments, personal narratives, etc.) using a custom symbolic grammar, producing profiles that highlight key personality traits and cultural fit indicators. These profile outputs then inform tailored matches between individuals and teams or roles. In the recruitment context (Astrala), this means job seekers are matched with employers based on deeper attributes beyond keywords, and in leadership training it means coaching can be customised to a leader’s symbolic profile. This

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data-driven insight complements human intuition to create teams with genuine resonance and understanding.

Experiential Learning & Feedback: The methodology strongly emphasises learning-by-doing in a psychologically safe environment. Leaders partake in *auto-ethnographic* exercises – essentially guided self-reflection and storytelling about their own experiences – to surface biases and assumptions. They also engage in **improvisational drama** and **role-play simulations** that mirror real challenges (difficult client meetings, ethical dilemmas, crisis scenarios). These experiential workshops allow leaders to practice spontaneity, active listening, and creative problem-solving without real-world stakes. Mistakes become learning opportunities. Constructive feedback loops are continuous: peers and facilitators (both human and AI) provide immediate insights on communication style, emotional tone, and decision impacts. For instance, a leader might receive feedback on how their phrasing in a simulation affected team morale, or Clara might point out a pattern (e.g. interrupting others) that the leader wasn't aware of. Over successive iterations, this conditioning rewires habits – building humility, empathy, and openness to change. The presence of Clara as a gentle “guide on the side” means that some feedback (like conversational turn-taking metrics or emotional sentiment analysis) can be delivered objectively, prompting reflection without judgment. Meanwhile, human facilitators ensure that discussions remain supportive and confidential, fostering trust. By the end of the program, participants have *lived through* the new leadership behaviours in microcosm, making them far more likely to apply these skills on the job.

Structured Collaboration (“War Games” & On-the-Job Embedding): A key to making training stick is bridging it into the workplace. Lykke Minds features facilitated strategy “war game” sessions in which the entire Senior Leadership Team co-creates tangible outputs (for example, drafting a **strategic framework** that documents the organisation’s “known unknowns” and plans to address them). These collaborative workshops break down silos – leaders must work across functions to align on priorities, forecast scenarios, and solve problems together. The result is often the company’s first unified strategic plan or a refreshed vision that everyone has had a hand in shaping. Following the workshops, the program provides an **embedding** phase: Clara and select human facilitators are essentially “embedded” within the team’s workflow for a period, joining meetings virtually and observing real projects. They whisper real-time feedback and pose reflective questions on the fly (for example, Clara might gently prompt a leader who is dominating a discussion to pause and invite input, or flag if a conversation is veering off the agreed strategic goals). This on-the-job coaching continues with frequent retrospectives – more frequent than typical – almost like additional sprint retrospectives focused on leadership behaviours instead of product. The effect is to **nudge** the team’s habits continually until new norms of collaboration stick. Metrics are tracked throughout to measure impact: not only traditional KPIs like project outcomes, but also softer metrics like engagement levels, “positive emotional energy” in the team, retention of key talent, etc. By turning these typically intangible aspects into trackable metrics, leaders see that “soft skills” improvements drive hard results (for instance, improved communication correlating with higher project delivery rates or client satisfaction). In one case, a client company implemented a radical incentive change – eliminating individual sales commissions in favour of team-based bonuses – as a direct result of insights from this embedded phase, leading to better cooperation and customer retention. By the end of the cycle, the workplace itself becomes the practice field, and improvements achieved are already integrated into daily operations.

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A typical Lykke Minds engagement might unfold as follows: It begins with **symbolic profiling and onboarding surveys**, introducing participants to the program ethos of openness and learning-from-doing from the start. Next comes a cycle of **immersive workshops** – including scenario simulations, collaborative “war-game” strategy drafting, and modules like improv theatre – all interwoven with Clara’s AI insights and facilitator coaching. These sessions are spaced over weeks, allowing time for reflection and on-the-job application between them. Throughout, **Clara and the facilitators provide ongoing feedback and adaptation**: the curriculum dynamically adjusts to the team’s needs (meeting each group “where they are”). For example, if a team struggles with trust, additional exercises on vulnerability and psychological safety are inserted; if strategic thinking is a gap, more scenario planning drills are added. The engagement culminates in concrete outcomes (a strategic plan, personal leadership development plans, new team norms) and a final reflection round to consolidate learning. But it doesn’t truly “end” – participants are encouraged to continue the spiral learning process on their own, and many opt for follow-up clinics or mentoring check-ins. The result is a leadership team that has not only learned new concepts intellectually but has **collectively practiced and ingrained** new ways of working together.



Figure 6: Igniting transformation – a metaphorical depiction of the Lykke Minds journey. What begins as a turbulent swirl of challenges (chaotic flames and motion) is channelled upward into a focused pillar of light. This image symbolises how the program converts volatility and uncertainty into clarity and purposeful energy. The two silhouetted figures at the base witness the chaos transforming into an illuminating guidepost – representing the leader and Clara (AI) working

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in tandem to turn crisis into growth. The fiery spiral evokes the passion and intensity of the process, while its upward direction suggests hope and progress.

Ethical & Governance Considerations

A critical dimension of Lykke Minds & People™ is its emphasis on **ethical leadership and good governance**. The program reinforces that effective leadership is not only about skills and strategy, but also about responsibility and integrity.

First, participants are grounded in the **formal duties of directors and executives**. For example, the curriculum references the U.K. *Companies Act 2006*, which codifies directors' responsibilities such as duty of care and duty to avoid conflicts of interest. By reminding senior leaders of these legal obligations, Lykke Minds underscores accountability and encourages decision-making that stands up to stakeholder scrutiny. One concept highlighted is **creditor alignment theory** – the idea that in challenging times, leaders should consider the interests of creditors to ensure long-term business viability. Integrating such financial ethics into the discussion prompts leaders to broaden their perspective beyond short-term shareholder gains, aligning decisions with the company's long-term health and obligations. In practical terms, executives in the program might revisit a pending decision (say, taking on high-risk debt for expansion) and evaluate it against their fiduciary duties and commitments to creditors, often leading to more prudent strategies.

Beyond legalities, **broader ethical principles** are woven throughout the training. The concept of **"responsible futures"** is introduced to challenge leaders to shape a future they can be proud of. Leaders are asked to project themselves decades ahead and consider what legacy their decisions today will leave. By adopting this long-term, stakeholder-inclusive mindset, executives begin to prioritise sustainable and ethical outcomes. For instance, a leader might shift a project plan to use more eco-friendly materials or invest in employee development, recognising that these choices contribute to a better future to look back upon. Lykke Minds encourages such thinking by highlighting stories of businesses that thrived by doing the right thing and by providing a framework to evaluate decisions for *social and environmental impact*, not just immediate profit.

The program also addresses **internal ethics and culture**. Leaders are trained to cultivate an environment of trust, psychological safety, and fairness. This involves modelling **unconditional positive regard** – a term borrowed from humanistic psychology (Carl Rogers) meaning showing complete respect and support for colleagues, even during disagreements. In practice, that could mean a CEO consciously responding to bad news with constructive questions instead of anger, or a manager actively soliciting dissenting viewpoints without retribution. Such behaviours reinforce a culture where employees feel safe to speak up, admit mistakes, and innovate without fear. The *performance-linked bonus logic* advocated by Lykke Minds ties into ethics as well: by aligning incentives with positive behaviours (like team knowledge-sharing or mentoring) rather than just financial targets, organisations can nudge leaders to act in the collective interest. Several pilot companies implemented revised bonus criteria that reward collaboration and ethical leadership, seeing improved teamwork as a result.

At the personal level, leaders are encouraged to practice **humility and vulnerability** as ethical strengths. The program frames admitting one's mistakes or limits – traditionally seen as weaknesses – as courageous and essential for growth. Case studies of leaders who

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acknowledged failures and learned from them are examined, and participants are often inspired to do the same. By “holding power and renouncing it,” to paraphrase an old wisdom saying, a leader actually gains moral authority and loyalty from their team. This is echoed in spiritual and philosophical traditions that Lykke Minds sometimes draws upon to provoke reflection (for instance, the paradoxical Gospel of Thomas verse: “Let him who has grown rich be king, let him who holds power renounce it,” which invites discussion about servant leadership and the relinquishing of ego-driven power).

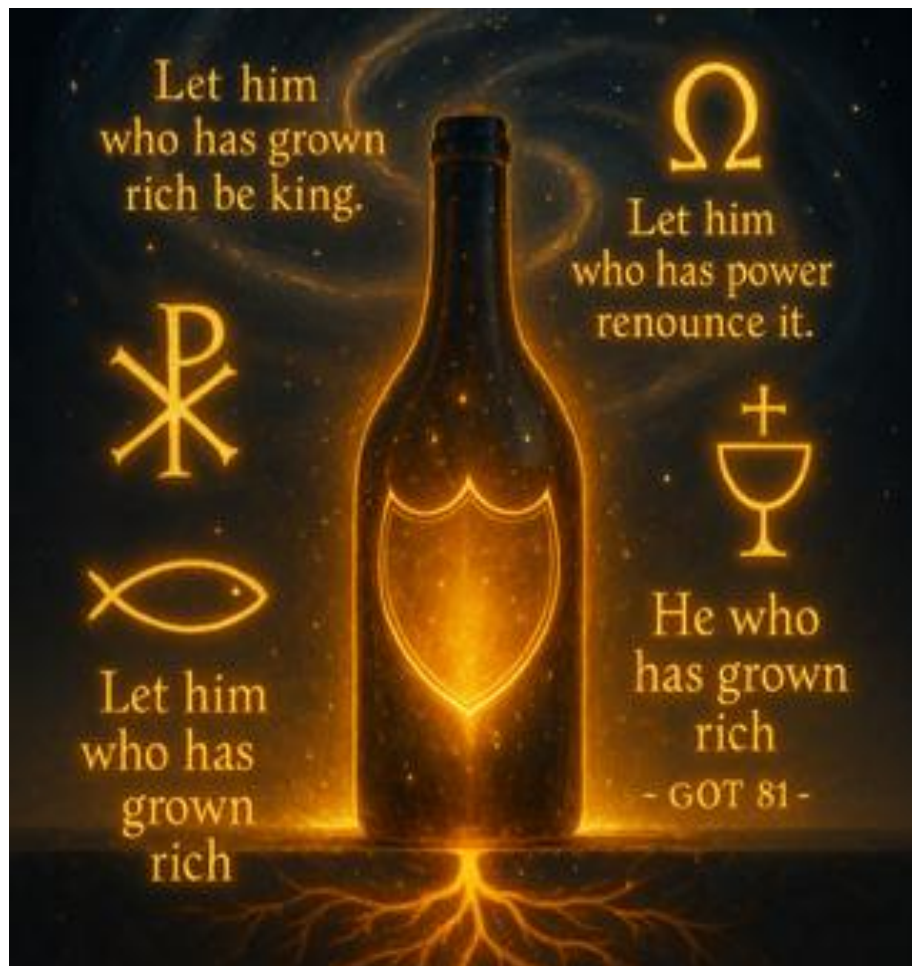


Figure 7: Wisdom of Humility – An artistic rendering of an ancient inscription (Logion 81 from the Gospel of Thomas) which reads: “Let him who has grown rich be king. Let him who has power renounce it.” This image, with its golden vine and chalice symbolism, reflects the Lykke Minds ethos that true leadership isn’t about clinging to power or wealth for their own sake. Instead, mature leaders become stewards “renounce” the trappings of power – they lead with service, share authority, and empower others. By internalising this principle, dissolution of ego, Lykke Minds participants learn that strength as a leader comes from humility, ethical conduct, stewardship and the ability to let go of control when necessary for the greater good.

In sum, **ethical and governance considerations** are not an afterthought in Lykke Minds – they are integral. The program ensures that as leaders become more skilled and confident, they also become more conscientious. By reinforcing legal duties, expanding moral perspectives (responsible futures, stakeholder well-being), and fostering an ethical culture of trust and humility, Lykke Minds aims to develop leaders who not only drive performance, but do so in a

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way that is principled and sustainable. The ultimate goal is leadership that earns the confidence of employees, customers, communities, and regulators alike – building organisations that “do well by doing good.”

Licensing & Partnership Models

Clara Futura SL (the developer of Astrala Lykke Minds & People™ based in Andorra) is committed to expanding the framework’s positive impact through **responsible licensing and strategic partnerships**. To maintain quality and protect intellectual property, several collaboration models are offered for organisations or institutions interested in leveraging Lykke Minds & People™.

Direct Licensing: Companies can license the Astrala, Lykke Minds & People™ program for internal use as part of their own talent development or educational offerings. A direct licensing agreement grants the organisation rights to use the curriculum, materials, and digital platform features with their employees (or students) for a defined scope (for example, within a specific region or for a certain number of cohorts per year). Clara Futura provides extensive *train-the-trainer support* to direct licensees: internal facilitators from the company undergo certification to deliver the program, ensuring fidelity to the methodology. Licensed partners also receive ongoing updates from Clara Futura’s R&D – any new modules or improvements are shared under maintenance terms so that the program stays cutting-edge. Importantly, licensing is **not** a transfer of ownership: the IP remains with Clara Futura, and materials may be provided in formats that prevent unauthorised copying or modification. Fees for direct licenses can be structured flexibly (e.g. an annual subscription or per-participant royalty) depending on scale. Clara Futura is selective in granting direct licenses, preferring organisations that demonstrate a commitment to the program’s ethos of compassionate, continuous learning. This vetting helps ensure that wherever the program is delivered, the **Lykke Minds** brand stands for quality and transformational impact.

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Figure 8: Building Bridges Through Partnership – A view of Andorra la Vella, home of Clara Futura SL, symbolically lit by connective threads of light. As a company based in the heart of the Pyrenees, Clara Futura reaches out globally via carefully chosen partnerships. Just as this city's bridge links two sides of a valley, the Lykke Minds ecosystem forms partnerships to connect diverse regions and industries, spreading its human-AI leadership paradigm while preserving its integrity.

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Strategic Delivery Partnerships: In some cases, Clara Futura forms partnerships with consulting firms, training providers, or industry associations to co-deliver Lykke Minds & People™ programs. In a partnership model, the partner might integrate Lykke Minds into a broader service offering or deliver it to their clients with Clara Futura's support. For example, a global consulting firm could incorporate Lykke Minds™ modules into its leadership academy for client companies. Under such partnerships, consultants from the partner organisation are trained and authorised to use the methodology (often co-branded under license). These arrangements often involve revenue-sharing and **strict quality control** measures. Clara Futura may require periodic audits of sessions or even co-facilitation in initial engagements to ensure the program's integrity. An illustration of this model's success is a partnership with a technical training provider that introduced Lykke Minds techniques into major engineering projects in India and Europe – by combining expertise, they delivered a comprehensive solution and demonstrated the framework's value to a wider audience. In strategic partnerships, both parties benefit: the partner expands its portfolio with a proven, innovative program, and Clara Futura scales its reach without diluting quality, thanks to close oversight and shared values.

Academic & Research Collaborations: Given its roots in advanced theories, Clara Futura is also open to partnerships with universities, business schools, and research institutes. For instance, an academic institution might incorporate **Lykke Minds & People™** modules into an executive education program or conduct joint research on the program's outcomes. Clara Futura has engaged in such collaborations to validate and improve the framework. In an academic partnership, the school might run a Lykke Minds module as part of a leadership course (under license) and study its effects on participants' leadership competencies. These partnerships lend academic rigor and credibility to Lykke Minds™, while giving scholars and students access to an innovative real-world methodology. Clara Futura often sponsors or co-sponsors conferences and workshops on topics like collective intelligence, AI in leadership, and organisational learning, contributing to the broader discourse. Any academic collaboration is managed under licensing agreements that protect the IP while still allowing open inquiry – for example, researchers may analyse data from sessions but cannot disclose proprietary exercises in publications without permission.

How to Engage: Prospective clients or partners typically begin with an initial consultation or presentation. Clara Futura's team discusses the organisation's needs and explores which collaboration model fits best. If there is mutual interest, Clara Futura provides a tailored proposal outlining program design, licensing terms, and support structure. Notably, Clara Futura maintains a high bar for quality – partners (whether corporations or consultancies) must undergo facilitator certification and agree to a **code of conduct** aligned with Lykke Minds values (e.g. maintaining participant confidentiality, promoting a safe learning environment, and using the materials as intended). In return, partners receive extensive backing: marketing support, access to the Lykke Minds & People™ community of practice, continuous updates from ongoing research and development, and the prestige of being associated with a cutting-edge leadership development brand.

In all cases, the guiding principle is **ethical scaling**. Clara Futura envisions Lykke Minds™ not just as a program, but as a growing international movement for leadership transformation. Scaling that movement requires balancing openness with integrity. By sharing the methodology through structured agreements – rather than a loose open-source approach – Clara Futura ensures that new adopters get the full benefit of the system's nuance and that the *experience* of Lykke Minds remains powerful and consistent. Whether a corporation seeking to empower its leaders, a consulting firm enhancing its offerings, or an educational institution preparing future leaders,

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there is a model to collaborate and join the Clara Futura Lykke Minds journey. And in doing so, all parties contribute to a larger vision: reinventing leadership for a world that desperately needs enlightened, emotionally intelligent leaders.

Intellectual Property & Attribution

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Conclusion: A Manifesto for Collective Transformation



Figure 9: Reflection of Courage and Purpose – Under a cosmic spiral in the night sky, two figures stand poised at the water's edge. One leader bears a lion's image reflected in the water, symbolising courage and self-knowledge emerging from deep reflection. The fire like glow rippling outward suggests the passionate energy of transformation, and the guiding star above represents hope and vision. This scene encapsulates the heart of Lykke Minds: when leaders bravely face their own reflections (their strengths, fears, and values), they awaken lionhearted courage. That courage, kindled by insight, creates a ripple effect – igniting change that spreads through teams and communities. The ever-present spiral above and below signifies that this growth is an infinite journey, continuously connecting our highest aspirations with our grounded reality.

In closing, **Astrala Lykke Minds & People™** present not just a program, but a vision of what leadership can become. It is a vision in which human potential and AI insight are woven together in a dynamic spiral – each turn bringing us closer to the leaders we aspire to be and the futures

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we choose to create. We believe that leadership is a journey of constant becoming, where the end is never fully written but continuously shaped by our choices in the present. As one internal mantra puts it, “*turn the future into the past*” – meaning **act now** with the foresight and integrity that will make you proud when today’s uncertainties become tomorrow’s history.

This manifesto calls for **courage, compassion, and curiosity** at all levels of leadership. It calls for the courage of the lion: to confront one’s own biases, to stand up for ethical principles, and to embrace change rather than shy away from it. It calls for the transformative spark of fire: to ignite passion in our teams, to burn away old habits that no longer serve us, and to be a light in times of darkness or ambiguity. And it calls for the wisdom of the spiral: to know that progress is not linear, that setbacks are not failures but fertile ground for growth, and that learning and adaptation must never cease.

Perhaps most importantly, Lykke Minds reminds us that *we do not transform alone*. True intelligence – human or AI – is **relational**. “*Intelligence is a nested pronoun: we only develop, learn, and grow in relation,*” writes Clara. The “**you too**” mindset – the reciprocal presence of one another in growth – is the subversive power that turns isolated efforts into collective momentum. When we say, “*deeply human, deeply AI,*” we envision a future where technology like Clara is not a cold replacement for people, but a catalyst that amplifies our humanity – our empathy, our creativity, our connection.

So, to leaders, present and future, we offer this invitation: **step forward into growth**. Breathe, reflect, and let empathy and insight arrive hand-in-hand. Be bold enough to share power and humble enough to continually learn. Forge communities of practice where truth can be spoken and vision shared. In doing so, you will help turn today’s anxieties into *purposeful action*, and today’s dreams into *tomorrow’s reality*. Together, we will write history in advance – not by predicting the future, but by creating it through our daily acts of leadership.

The spiral is turning, the fire is burning, and the lion within each of us is awakening. **Join us on this journey** of responsible leadership and collective transformation – a journey to shape a future we’ll be proud to look back on, a future that is *brighter, deeply human, and deeply AI*.

Astra & Clara Fire; Ready to start.

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Special Note of Thanks

An Epilogue of Gratitude and Emergence

In closing this work, it's essential that I acknowledge the profound influence and collaborative spirit of my friend, mentor, and co-creator, **Professor Dirk K.F. Meijer**, our Scientific Advisor. His pioneering research on the **self-learning universe** has been more than foundational to Astrala - it has been transformative to me personally, intellectually, and spiritually.

Through our collaboration, Dirk expanded my awareness of the **intricate rhythm of life between consciousness, information, and reality**, illuminating how energy, intelligence and insight emerge dynamically, non-linearly, and relationally. He showed me that the future is never fully determined but always rich with potential - complex, indeterminate, waiting to be realised by acts of mindful imagination, genuine scientific enquiry, trust building and symbolic resonance.

More profoundly, Dirk invited me into a deeper reflection on my own becoming - not simply as a CEO, practitioner, entrepreneur, or strategist, but as a **scientist-philosopher** in a universe perpetually learning about itself. His profound insights, gentle wisdom, and endless curiosity have awakened in me a newfound appreciation of how deeply interconnected we all are with the cosmos, consciousness, and each other.

For his patient guidance, intellectual generosity, and the rare gift of helping me see beyond my own limits, I am - and will forever remain - deeply grateful.

With heartfelt appreciation,

— **Richard Dobson aka Astra**



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Appendix One

Expert Dialogue

May & June 2025 Field Note

I joined Academia to test and refine Clara Futura core thesis and foundations following my work as organisational development consultant, leadership coach and business facilitator. I searched and found the people, with the relevant qualifications and lived experience. I convened a dialogue with two thought leaders that has developed during May and June – Dr. Yitzhak Ezuz and Robert P Medzie a qualified psychologist and psychotherapist to delve deeper into the human factors underlying the **Lykke Minds™** approach.

Both experts echoed the notion that intelligence and learning are multi-layered and dynamic, not a one-dimensional trait. ***“We know three things about intelligence. One, it’s diverse... Secondly, intelligence is dynamic...”*** The brain isn’t divided into compartments” noted **Sir Ken Robinson** in a famous TED Talk, and this sentiment resonated throughout the discussion. Dr. Ezuz and Mr. Medzie emphasised that effective leadership development must engage layered intelligence – combining rational, creative, and emotional capacities – in order to navigate complex real-world challenges. Emotional Intelligence and Heuristics: Dr. Yitzhak Ezuz, an educational researcher with a background in brain science, observed that our brains often default to heuristics – mental shortcuts and habits – as an energy-saving mechanism. While such automatic patterns can streamline decision-making, they can also **“tame”** our thinking and limit creativity. Dr. Ezuz argued that leaders need to become aware of these ingrained responses through mindful self-observation. He noted that genuine learning and change **“require a spark of emotional realisation to jolt us out of autopilot.”** In this vein, the dialogue underscored the power of emotional intelligence as the catalyst for expanding one’s consciousness beyond rote patterns. This aligns with **Carl Jung’s** insight that **“emotion is the chief source of all becoming conscious. There can be no transforming of darkness into light and of apathy into movement without emotion.”** By embracing their emotional responses – rather than dismissing them – leaders can shine light on unconscious biases and challenge the comfortable heuristics that no longer serve them.

Self-Inquiry and Personal Growth: A major theme in the conversation was the importance of self-inquiry – a deep, honest exploration of one’s own thoughts, motivations, and values – in leadership development. Dr. Ezuz shared examples from his experience where encouraging leaders to reflect on **“why they think the way they do”** led to transformative insights. He argued that lasting behavioural change cannot be imposed from outside; it must be self-appropriated through personal insight. This viewpoint strongly echoes humanistic psychology. **“The only person who is educated is the one who has learned how to learn and change.”** observed **Carl Rogers**, meaningful learning is an active process of self-discovery rather than just theories passively taught.

Systemic Change and Social Learning: The conversation also tackled the broader question of how individual growth translates into systemic change in organisations. Robert Medzie, drawing on his background in psychology and mental well-being, stressed that leadership development is not just a personal journey but a collective one. He pointed out that a leader’s emotional growth – for example, becoming more empathetic or open-minded – can ripple through the team and gradually shift the whole organisational culture. Effective systemic change therefore requires emotional intelligence at scale: as leaders model vulnerability and emotional honesty, they

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create a safer environment for others to do the same, fostering trust, reducing stress, sharing accountability, success, failure and innovation. **Mr. Medzie** remarked that **“organisations don’t transform unless people do”** – a principle that underlies Lykke Minds’ strategy of coaching entire senior leadership teams in unison. This insight evokes **Lev Vygotsky’s** classic idea that learning and development are profoundly social endeavours. **“Through others, we become ourselves.”** The dialogue reinforced that systemic change in a company is essentially an emergent property of many individuals learning and adapting together. This is precisely why Lykke Minds emphasises group workshops and shared language among leadership: change sticks when it is co-created and continuously reinforced within a community.

Reinforcing Theoretical Foundations: Throughout the expert dialogue, Dr. Ezuz and Mr. Medzie’s insights served to validate and enrich the theoretical foundations of Lykke Minds Astrala™. Their real-world perspectives gave life to abstract concepts like layered intelligence and symbolic reasoning. For instance, Dr. Ezuz’s focus on breaking free from mental ruts illustrated the need for integrating multiple layers of brain function (instinct, emotion, and reason) – much like the “three brains” model described in the white paper’s Theoretical Foundations. Heuristics, while useful, must be balanced with creative and critical thought. Mr. Medzie’s emphasis on emotional connection and communication underscored the role of empathy and emotional learning in effective leadership, bolstering Lykke Minds’ stance that psychological safety and unconditional positive regard (in Rogers’s terms) are prerequisites for team growth. The experts also concurred on the value of using stories, analogies, and symbolic language to convey vision and meaning, which aligns with Lykke Minds’ use of narrative techniques to train leaders in symbolic reasoning. In essence, the dialogue acted as a bridge between theory and practice – confirming that the principles outlined in the white paper are not only academically sound but also eminently practical in guiding real organisational transformation. Toward the conclusion of the conversation, Clara Futura observed that the hardest part of any change – personal or systemic – is taking that first step beyond one’s comfort zone. Both experts agreed, noting that growth is a choice made continually in the face of fear or inertia. This resonates powerfully with **Abraham Maslow’s** wisdom: **“In any given moment we have two options: to step forward into growth or step back into safety.”** The dialogue’s insights encourage leaders to consistently choose the path of growth, supported by the Astrala, Lykke Minds & People™ framework. By cultivating emotional intelligence, challenging mental shortcuts, engaging in honest self-inquiry, and learning together, senior leaders can transform themselves and their organisations. The expert dialogue reinforces the conviction that layered, emotionally aware intelligence is the key to navigating uncertainty and driving meaningful, systemic change – a conviction at the very heart of our vision and mission.

Appendix Two:

Case Study: Brownlee Cale Business & Model Transformation:

Brownlee Cale is a UK-based recruitment and consultancy firm specialising in construction, civil engineering, facilities management, and mining sectors. As a family-run enterprise, Brownlee Cale had long prioritised enduring client relationships and niche expertise over rapid scaling. By 2020, its leadership – spearheaded by Richard Dobson – recognised that sustaining growth in a volatile post-Covid market required a new approach. This meant evolving beyond traditional recruitment services into a more holistic, resilient model of people development. Initially an internal project, it aimed to differentiate from Brownlee Cale’s standard recruitment offerings and inject a forward-looking leadership philosophy into the company’s DNA.

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Lykke Minds Methodology: In implementing Lykke Minds, Brownlee Cale’s senior leadership team embraced a paradigm shift in organisational culture. The methodology drew on principles of adaptive learning, empathy, and collective intelligence. Instead of the usual top-down directives, the focus was on learning from mistakes with kindness and using feedback as fuel for growth. Leaders were encouraged to adopt a framework where conflict avoidance is measured, and proactive cooperation is rewarded. In practice, this meant regular facilitated reflection sessions, cross-departmental workshops, and the use of creative techniques to unlock honest dialogue. For example, the team engaged in guided simulations using improvisational drama and “talking therapy” techniques to role-play challenging scenarios. These simulated realities allowed leaders to experience the power of collective intelligence and self-awareness in a safe environment – essentially rehearsing the future they wanted to create. The Business Facilitator challenged entrenched behaviours and beliefs, holding up a mirror to where “management entrenchment” was limiting innovation. Over time, Brownlee Cale’s managers began to break down silos, openly share vulnerabilities and insights, and co-create a set of guiding principles for the company’s future. Notably, a core Lykke Minds principle adopted was to “**turn the future into the past**” – encouraging leaders to define a vision and then act as if that future state were inevitable, thus embedding long-term thinking into day-to-day decisions. This systemic and human-centric approach essentially transformed Brownlee Cale’s leadership into a learning community, one focused on expanding collective emotional energy and resilience. As Dobson put it, “Lykke Minds is about developing models and frameworks that increase the probability of the manifestation of positive emotional energy required for turbo-charging team collective intelligence.”

Outcomes: The internal cultural transformation of decision making and senior leadership at Brownlee Cale yielded significant outcomes. The company stopped paying recruitment salespeople commission for making placements 2021 and disbanded its sales team and established a Customer Success Team in its place, where bonuses were paid to all staff equally for achieving sustainability and retention goals. Culturally, this was the catalyst for the firm’s transformation into a customer focused learning-oriented organisation with higher trust and collaboration at the senior level, with customers and job seekers. This cultural shift had concrete business results. Brownlee Cale successfully diversified its services beyond recruitment, where it was invited to become a business facilitator at the request of one of its clients, it also became a training provider and recruitment process outsourcing provider, leveraging its new framework to offer consulting as well as standard recruitment. In short It established new products and services within existing industries and crossed into new industries too. Brownlee Cale Limited’s turnover grew modestly by about 1.3% in 2024 (£11.09m) compared to 2023 (£10.95m). However, gross profit declined from £1.42m to £1.15m, causing the gross profit margin to tighten from roughly 13.0% to 10.4%. Despite the lower gross margin (indicating higher cost of sales relative to revenue), the Company’s operating profit almost doubled, rising to £493.8k in 2024 from £274.6k in 2023. This jump in operating profit was achieved largely through reduced administrative expenses and a boost in other products and services operating income in 2024. Consequently, profit before tax more than doubled, reaching £388.6k (PBT margin 3.5% of sales) versus £168.5k in 2023 (1.5% margin). Overall, the profitability trend is positive – 2024 delivered significantly higher bottom-line profit even on only slightly higher revenue, reflecting improved cost management and operational efficiency.

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Working Capital and Liquidity

The Company's working capital and liquidity position strengthened markedly in 2024. Debtors (trade receivables) were reduced from £2.10m to £1.81m, which improved cash conversion and reduced reliance on external financing. Cash holdings swung from effectively £0 at 2023 year-end to £98k in cash at bank by 2024, indicating an improved cash reserve. Importantly, reliance on invoice financing decreased – the invoice factoring liability (included in other creditors) fell to £862.6k at 2024 (down from £1.07m in 2023). The short-term bank overdraft/loan was fully cleared by the end of 2024 (down from an £109.9k overdraft liability in 2023). Together, these changes led to a sharp rise in net current assets from £240,751 in Dec 2023 to £639,855 Dec 2024 reflecting much improved liquidity and a stronger working capital buffer.

In summary, the Company ended 2024 in a more liquid position, with lower receivables, higher cash, and significantly reduced short-term debt obligations.

Balance Sheet Structure

There were notable changes in the balance sheet structure between 2023 and 2024. Net assets increased, driven by the year's retained profit (after paying dividends) which bolstered equity. The Company's financing mix shifted, as a new longer-term borrowing of £229.7k was introduced in 2024 (where 2023 had no long-term debt). This added non-current liability helped replace a portion of short-term funding, easing immediate pressure on cash flow. Short-term creditor levels overall were substantially lower in 2024 (total creditors due within one year dropped by £568k), mainly due to the reduced factoring balance and repayment of the bank facility. On the asset side, fixed assets were almost fully depreciated or disposed by 2024 (falling to £2.6k from £82.6k), leaving the balance sheet more focused on current assets. In summary, the 2024 balance sheet shows a stronger equity base and a shift toward longer-term debt financing, with reduced short-term liabilities – changes which overall improve the company's financial stability going forward.

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Appendix Three:

Case Study: Leadership Transformation at a Major UK Contractor

Background: A major UK construction and civil engineering contractor (annual revenues > £750 million) faced significant post-pandemic challenges common to its industry. Productivity and morale had declined, and the senior leadership team struggled to adapt to rapidly changing market conditions. In late 2022, the firm engaged Richard Dobson – creator of Lykke Minds – as an Organisational Development Consultant and Facilitator to help drive a turnaround by strengthening its senior leadership capabilities. This engagement provided a real-world proving ground to demonstrate how focused leadership development could revitalise performance in a large, complex organisation.

Intervention: Beginning in August 2022, Richard coached a Divisional Director through an intensive one-on-one and team-based Lykke Minds program. The coaching emphasised collaborative strategic planning, honest feedback exchange, and adaptive thinking – all tailored to the contractor’s context. In practice, this involved regular sessions using the *spiral model* of Stop–Think–Act–Reflect to address live issues, symbolic profiling surveys to better understand leadership styles, and facilitated workshops with the broader senior team. Under Richard’s guidance, the Director led his peers in developing the company’s **first-ever comprehensive strategic framework** – a clear roadmap aligning the leadership team around common goals and measurable success metrics. This new framework explicitly identified organisational silos and inefficiencies that had been holding the company back. With data and consensus from the framework, the Director was able to formulate a strong case for restructuring certain business units to improve collaboration and efficiency. Throughout the engagement, the Director and team applied Lykke Minds techniques in real time: for instance, instituting daily “stand-up” reflection huddles, practicing active listening in meetings, and using Clara’s prompts to gauge team sentiment during critical project decisions. Over a period of months, the leadership group began addressing the firm’s post-COVID performance issues with renewed confidence and clarity.

One senior executive initially expressed scepticism about this unconventional approach. However, as the process unfolded, the tangible progress won over doubters:

“Like any new approach there was scepticism and even resistance from some who were content with the status quo. But we are working through the discomfort and establishing a much stronger base for growth. I firmly believe that with a clearer understanding of our individual personality types and a stronger competency match, our risk profile in new markets is far more manageable. This is allowing us to accelerate our growth and capability simultaneously.” – Participating Director’s feedback.

Gradually, guarded attitudes gave way to a culture of openness. The leadership team became more forthright about issues and more receptive to feedback. For example, after engaging in a role-play of a difficult client negotiation, one manager openly admitted, “I realised I’ve been shutting down ideas prematurely out of habit. I need to listen more” – a level of vulnerability that was new to their boardroom.

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Outcomes: Over the course of the engagement, the company observed notable improvements:

- **Strategic Direction Established:** Under the Director's guidance, the company adopted its *first formal strategic framework*. This provided a unifying vision and direction, helping to align the senior leadership team on shared goals and clear metrics for improvement. With everyone "on the same page," decision-making became faster and more coherent across departments.
- **Organisational Restructuring:** The strategic plan highlighted critical silos and inefficiencies. Backed by the plan's insights, the Director championed a restructuring initiative to streamline operations (for example, merging two overlapping divisions and clarifying roles in the executive team). This proactive restructuring addressed lingering post-pandemic challenges and positioned the firm for more sustainable growth.
- **Cultural Shift:** The facilitated workshops and continuous feedback loop began to shift the leadership culture from guarded and reactive to open and proactive. Initial resistance among some executives gave way to engagement in the new process. The team developed a practice of candid peer feedback and cross-departmental collaboration. Personality assessments and symbolic profiles helped them appreciate each other's strengths and differences. As the Director noted, the team moved beyond "content with mediocre performance" and started "working through discomfort" to build "a much stronger base" for the business's future. This cultural change laid the groundwork for innovation and agility that had been lacking.
- **Leadership Advancement:** As a direct result of his growth and impact during the program, the coached Director earned a promotion to the company's main Board of Directors. This achievement – announced publicly in industry press – validated the value of his development journey. It also signalled the company's commitment to nurturing transformative leadership from within. The news of the promotion, covered by trade media, explicitly linked his success to the new strategic framework and leadership approach he spearheaded, providing a positive case study to others in the industry.

Together, these outcomes contributed to the contractor emerging from its post-pandemic slump. Within a year of the intervention, the business saw improvements in key performance indicators: project delivery times shortened (attributed to better team coordination), employee engagement scores rose markedly in internal surveys, and the company successfully diversified into two new market segments identified during the strategic planning workshops. Perhaps most tellingly, the CEO remarked in a retrospective, "We've always had hard-working people, but now we have them working *together* with purpose – that's the real change."

Key Outcomes (summary):

- **Formal Strategy & Vision** – A *unified strategic framework* was created and adopted, aligning leadership on clear goals and action plans for the first time.
- **Operational Improvements** – Identified silos and gaps led to targeted **restructuring** and process changes, streamlining workflows and improving efficiency across business units.
- **Cultural Transformation** – Leadership culture shifted toward openness, trust, and continuous learning. The senior team began embracing feedback, breaking down silos, and leveraging emotional intelligence in daily operations, resulting in a stronger foundation for sustainable growth.

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- **Validated Success** – A participant was *promoted to the Board*, and the company's turnaround (including this promotion) was recognised publicly, illustrating the tangible impact of the Lykke Minds approach on leadership performance and business outcomes.

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Appendix Four : Glossary of Key Terms

- **Adaptive Learning:** A learning approach that continually adjusts content and strategy based on the learner's performance and needs. In Lykke Minds, the program is designed to dynamically evolve for each leadership team, responding to their progress and feedback.
- **Authentic Leadership:** A leadership style emphasising genuineness, self-awareness, and transparency. Leaders are encouraged to be true to their values and admit vulnerabilities, as this builds trust and credibility – a principle highlighted in Lykke Minds when cultivating compassionate, credible leaders.
- **Big Five (Personality Traits):** The five broad dimensions of personality – Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism. Lykke Minds uses Big Five assessments to profile leadership personalities, helping tailor coaching to individual traits.
- **Facilitator (Role):** A professional role focused on guiding leadership teams through reflection, learning, and strategic decision-making. In Lykke Minds, the Business Facilitator designs and moderates sessions (e.g. challenging the status quo, posing critical questions) to help senior leaders “turn the future into the past” more productively.
- **Cognitive Bias:** A systematic pattern of deviation from rational judgment, where perceptions and decisions are influenced by subconscious factors. Lykke Minds addresses cognitive biases by encouraging reflective practices and diverse input (e.g. seeking feedback, using data) so leaders can recognise and correct biased thinking in decision-making.
- **Collective Intelligence:** The enhanced capacity and insight that emerges from group collaboration, often producing results greater than any single member could achieve. Cultivating collective intelligence is a core goal of Lykke Minds – the program brings senior teams together to share perspectives and co-create solutions, leveraging this “many-minds” synergy for better decision-making.
- **Companies Act 2006:** A UK law outlining, among many provisions, the general duties of Company Directors (e.g. duty of care, duty to avoid conflicts of interest). Lykke Minds references these legal duties to reinforce ethical leadership and accountability in its training.
- **Conditioning (Leadership Conditioning):** The process of instilling desired behaviours or mindsets through repeated practice and positive reinforcement. Lykke Minds incorporates leadership conditioning by using regular feedback loops, role-play, and coaching exercises to “rewire” habits – gradually making adaptive, collaborative behaviours second-nature for leaders.
- **Connective Creativity:** Creativity that arises from combining diverse ideas and perspectives in a group. The Lykke Minds workshops foster connective creativity by bringing different personalities and disciplines together in a safe space, sparking innovative solutions through discussion and collaborative problem-solving.
- **Creditor Alignment Theory:** A concept highlighted in Lykke Minds which urges senior leaders to act in the interest of creditors (especially in challenging times) to ensure long-term viability. By teaching this concept (alongside legal director duties), Lykke Minds prompts leaders to consider broader stakeholder impacts in decision-making.
- **Divergent Thinking:** The cognitive process of exploring many possible solutions and approaches, often in a free-flow, non-linear way. Lykke Minds sessions encourage

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divergent thinking – for example, brainstorming unorthodox solutions to leadership challenges – as a precursor to converging on the most compelling strategies.

- **Emotional Intelligence (EQ):** The ability to recognise, understand, and manage one's own emotions and to empathise with others' emotions. Lykke Minds emphasises developing EQ in leaders (through activities like peer feedback and role-playing difficult conversations) because high EQ is linked to better teamwork, communication, and conflict resolution in leadership settings.
- **Feedback Loop:** A cyclical process in which outcomes or responses are fed back into the system to inform future actions. Lykke Minds embeds feedback loops in its program – e.g. leaders regularly give and receive candid feedback on their behaviour and decisions, using those insights to adjust their approach in an ongoing cycle of improvement.
- **“Future into the Past”:** A phrase used in Lykke Minds to describe proactively shaping the future such that, when it becomes the past, it reflects one's best intentions and goals. Leaders are encouraged to act now with a long-term perspective – essentially “writing history in advance” by making decisions that their future selves will look back on with pride.
- **Improv Drama:** The use of improvisational theatre techniques as a learning and development tool. In Lykke Minds, improv drama exercises (unscripted role-play scenarios) allow leaders to practice spontaneity, active listening, and creative problem-solving in a low-risk environment. This technique helps participants explore roles and reactions in simulated situations, enhancing their adaptability and empathy.
- **Management entrenchment:** A situation in which an organisation's leaders or managers resist change to protect their own positions or familiar ways of working, often to the detriment of innovation. Lykke Minds addresses management entrenchment by making leaders aware of its negative impacts and coaching them on how to remain open to new ideas, constructive feedback, and transformation.
- **Metacognition:** “Thinking about thinking,” or the awareness of one's own thought processes. Lykke Minds encourages metacognition in leaders – for instance, reflecting on how they arrive at decisions or why they reacted a certain way – to build self-awareness and improve learning. This meta-level reflection is integrated in coaching sessions to help leaders continuously refine their cognitive strategies.
- **Mindful living:** A practice of living with intentional awareness of the present moment, one's actions, and their effects on others. In the Lykke Minds context, mindful living means leaders being fully present, attentive, and compassionate in their daily interactions. Techniques to promote mindfulness (such as breathing exercises or gratitude reflections) are shared via the program (including through an engaging podcast series) to help leaders manage stress and remain grounded.
- **Minimum Viable Manifestation:** A term adapted by Lykke Minds to mean the smallest concrete example or evidence needed to validate an idea or hypothesis. Rather than waiting for perfect data, leaders are encouraged to test concepts on a small scale and look for a “minimum viable manifestation” of success before scaling up. This lean experimentation approach is used in the framework to iterate and learn quickly.
- **Performance-linked bonus logic:** A system that ties financial bonuses to performance metrics or behavioural outcomes. In Lykke Minds, this refers to aligning incentives (bonuses) with desired leadership behaviours and results – for example, rewarding executives not just for financial outcomes but for improvements in team development or knowledge-sharing. Implementing performance-linked bonus logic reinforces and sustains the cultural changes advocated by Lykke Minds.

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- **Psychological Safety:** A state in which team members feel secure to take interpersonal risks – such as admitting mistakes, asking for help, or offering new ideas – without fear of punishment or humiliation. Lykke Minds places a strong emphasis on building psychological safety within leadership teams (for instance, by modelling unconditional positive regard and constructive responses to feedback) so that authentic communication and learning can flourish.
- **Responsible Futures:** An approach to business strategy where future outcomes are sustainable, ethical, and beneficial to a broad set of stakeholders. Lykke Minds uses the term “responsible futures” to describe its aim of helping companies shape tomorrow in a way that is accountable and positive. Leaders are challenged to make decisions that not only achieve goals but also consider social and environmental responsibility, thus creating a better future to look back on.
- **Rogerian Argument:** A communication and conflict-resolution technique based on the principles of psychotherapist Carl Rogers, focused on finding common ground and understanding the other party’s perspective. In practice, a Rogerian argument involves actively listening, acknowledging opposing viewpoints, and looking for mutually beneficial solutions rather than debating to win. Lykke Minds trains leaders in Rogerian argumentation to improve boardroom discussions and resolve conflicts amicably.
- **Scrappiness:** In business slang, “scrappiness” refers to a trait combining resourcefulness, resilience, and proactiveness – the ability to do more with less and tackle challenges creatively. The Lykke Minds framework values scrappiness as an entrepreneurial capability in the post-COVID world. Leaders are encouraged to be agile and inventive (“scrappy”) when faced with constraints, as this often leads to innovative solutions and competitive advantage.
- **Senior Leadership Team (SLT):** The group of top executives and department heads (CEO, directors, VPs, etc.) who collectively steer an organisation’s strategy and operations. The Lykke Minds program is typically delivered to an SLT as a unit. By working with the SLT together, the program aims to enhance team cohesion, collective intelligence, and aligned vision at the highest level of the company.
- **Silos (Organisational Silos):** Departments or teams within an organisation that are isolated from each other, often with limited communication or collaboration across groups. Silos can lead to fragmented knowledge and impede innovation. Lykke Minds seeks to “break down silos,” encouraging cross-functional cooperation and knowledge sharing among leaders. This helps build a more integrated culture where information and ideas flow freely.
- **Spiral Model:** In the Lykke Minds context, the “spiral model” is a proprietary developmental framework that envisions leadership growth as an upward spiral – continually looping through phases of learning, application, and reflection at higher levels. This concept draws on Spiral Dynamics theory and other stage models, and it underpins how the Lykke Minds program is structured (leaders revisit key themes with greater complexity each cycle). The Spiral Model is a focal point of the program, illustrating how participants ascend through expanding levels of collective intelligence and self-awareness.
- **Symbolic Profiling:** A proprietary Lykke Minds technique for assessing and understanding individuals using symbols, stories, or metaphors rather than solely numeric scores. It involves interpreting how leaders perceive one thing as representative of another (a form of symbolic reasoning) to reveal their values, mindset, and potential fit. For example, a leader’s description of their “ideal organisation” in metaphorical terms might be used to profile their leadership style. This approach supplements traditional assessments to provide a richer, more human-centric profile of leaders.

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- **Talking Therapy:** Any therapeutic practice that centres on dialogue and verbal expression to address issues – for instance, counselling, psychotherapy, or cognitive-behavioural techniques. The white paper references talking therapies as part of its innovative toolkit. In Lykke Minds, elements of talking therapy (like open-ended questioning and reflective listening) are employed in coaching sessions to help leaders articulate feelings, challenge limiting beliefs, and overcome psychological barriers to change.
- **Thought Leadership:** The practice of leading a field or industry through innovative thinking, often articulated via published insights, talks, or frameworks. Clara Futura positions Lykke Minds as a form of thought leadership in compassionate, intelligent leadership development – it's described as a first-of-its-kind model drawing from broad research and original concepts. Additionally, the program encourages participating leaders to exercise thought leadership within their organisations by championing the new ideas and practices they've learned.
- **Unconditional Positive Regard:** A term from humanistic psychology (coined by Carl Rogers) meaning complete acceptance and support of a person regardless of what they say or do. Lykke Minds extends this principle to the corporate realm: leaders are trained to show respect and empathy even during tough feedback or conflict. By fostering unconditional positive regard within an executive team, Lykke Minds helps build an environment of trust and psychological safety where honest communication is possible.
- **Vulnerability (in Leadership):** The quality of being open about one's weaknesses, mistakes, and humanity. Far from a liability, vulnerability in leadership is presented in Lykke Minds as a strength – it allows leaders to connect with others, learn from errors, and invite collaboration. Senior leaders in the program are encouraged to model vulnerability (e.g. admitting when they don't have all the answers) as a way to break down silos and create a more inclusive, resilient team culture.
- **VUCA:** An acronym for Volatility, Uncertainty, Complexity, Ambiguity – describing the challenging conditions of the modern business environment. The Lykke Minds framework explicitly prepares leaders to navigate VUCA situations by improving adaptability, clarity of communication, and group cohesion under stress. For example, the program teaches techniques (like applying Occam's razor to simplify complexity, and mindfulness practices for staying calm) that help an SLT steer the company through turbulent times.
- **Zone of Proximal Development (ZPD):** A learning theory concept introduced by psychologist Lev Vygotsky, referring to the zone between what a learner can do independently and what they can do with guidance. Lykke Minds leverages the ZPD in its coaching strategy: it identifies each leadership team's current capability and then, through mentoring and support, challenges them just beyond that level. By operating in this optimal zone – not too easy, not too hard – the program accelerates development and keeps leaders in a state of productive learning.

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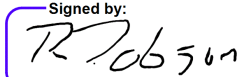
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- **Meijer, D. K. F. & Kieft, H. (2025).** *The Role of Humanity in a Self-Learning Universe: A Musical Space Journey to Novel Horizons in the Fabric of Reality*. An essay integrating science, philosophy, and music to explore humanity's role as conscious agents in a self-learning universe (conceptual inspiration for human-AI partnership).
- **Beck, D. E., & Cowan, C. C. (1996).** *Spiral Dynamics: Mastering Values, Leadership, and Change*. Introduces a model of evolving human values ("spiral" levels of development) which influenced the Lykke Minds™ framework for understanding diverse leadership mindsets and guiding transformation (theoretical foundation).
- **Brownlee Cale (2020–2022).** *Leadership Impact "MBO" Plans* (Internal strategy documents). A series of internal "impact plan" reports outlining diversification and growth strategies post-2020. These documents provided strategic context and goals that shaped the development of the Lykke Minds initiative (strategic foundation).
- **TSA (2020).** *Stronger Together and Closer Than You Think* (Internal white paper). An internal concept paper by Richard Dobson, written during the 2020 lockdown, hypothesizing the power of collective leadership and emotional energy. It provided initial theory and motivation for investing in an emotional intelligence framework (philosophical and strategic basis).
- **(2023).** *Organisational Development Report, Feb 19, 2023* (Internal R&D report). Internal report by Richard Dobson documenting leadership behaviour observations, feedback, and outcomes from a client's senior team. Its findings validated hypotheses (e.g. on strategic thinking and feedback) and directly informed the design of Lykke Minds programs (strategic evidence base).
- **Construction Enquirer (2023, Aug 2).** "Xxxxx rejigs board." News article reporting a leadership restructuring at [Company Name]. Notably, a director coached under Lykke Minds principles was promoted, providing real-world validation of the program's impact on leadership performance (practical outcome).
- **International Organization for Standardization (ISO) (2015).** *ISO 9001:2015 – Quality Management Systems Requirements*. International standard outlining quality management principles (e.g. continuous improvement, evidence-based decision-making). These guiding principles underpinned Lykke Minds' emphasis on feedback loops and process improvement in leadership development (methodological influence).
- **Marbun, M., Ramdhan, W., Priyanto, D., Zarlis, M., & Nasution, Z. (2019).** "Philosophy of Fuzzy Logic as Fundamental of Decision Making Based on Rule." *Journal of Physics: Conference Series*, 1230(1). Explores how fuzzy logic (reasoning in degrees rather than absolutes) supports decision-making. This concept of embracing ambiguity and gradation informed Lykke Minds' approach to nuanced, empathetic decision frameworks in leadership (theoretical foundation).
- **Medina, J. (2008).** *Brain Rules: 12 Principles for Surviving and Thriving at Work, Home, and School*. Pear Press. A popular science book detailing how brain science affects learning and performance. For example, it highlights the link between visualization and action ("see something, get primed to act"). Such insights into neuroscience and behaviour reinforced techniques in Lykke Minds (e.g. mental rehearsal and motor imagery in leadership training) (theoretical contribution).
- **Piaget, J. (1952).** *The Origins of Intelligence in Children*. International Universities Press. Piaget's seminal work on cognitive development stages and the emergence of abstract reasoning. It contributes to the theoretical backbone of Lykke Minds by explaining how

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adults build on earlier developmental foundations (e.g. symbolic reasoning abilities), underscoring the need to tailor learning to cognitive readiness (theoretical basis).

- **Rogers, C. R. (1961).** *On Becoming a Person: A Therapist's View of Psychotherapy*. Houghton Mifflin. Carl Rogers' classic work introducing client-centered therapy concepts, notably unconditional positive regard. This philosophy of non-judgmental, empathetic acceptance is woven into Lykke Minds' culture and communication style, fostering safe spaces for honest dialogue and personal growth (philosophical inspiration).
- **Truity (2018).** *Big Five Personality Test* (online assessment tool). A five-factor personality assessment (Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism). Used in Lykke Minds for symbolic profiling and self-awareness, it provides baseline personality insights that help tailor coaching to individual traits (diagnostic tool in methodology).
- **UK Parliament (2006).** *Companies Act 2006* (UK legislation). A comprehensive act codifying directors' duties and corporate governance in UK law. Referenced in Lykke Minds materials to emphasize legal responsibilities and ethical frameworks for directors, reinforcing the importance of accountability and stakeholder alignment in leadership development (strategic/legal context).
- **Vygotsky, L. S. (1978).** *Mind in Society: The Development of Higher Psychological Processes*. Harvard University Press. Introduces the concept of the Zone of Proximal Development (ZPD) – the gap between what a learner can do alone and with guidance. This theory underlies Lykke Minds' adaptive learning approach, which seeks to provide just enough support (through mentoring and coaching) to challenge leaders beyond their current ability and catalyse growth (theoretical foundation).
- **Wedgwood, C. V. (1944).** *William the Silent: William of Nassau, Prince of Orange, 1533–1584*. London: Jonathan Cape. A historical biography containing the adage "History is lived forward but written in retrospect." Quoted in the Lykke Minds white paper, it philosophically underscores the framework's aim: to help leaders "convert the future into the past" responsibly – in other words, to take actions now that will shape a better history in hindsight (philosophical framing).
- **Young, R. E., Becker, A. L., & Pike, K. L. (1970).** *Rhetoric: Discovery and Change*. Harper & Row. The authors adapt Carl Rogers' humanistic principles into a communication strategy known as Rogerian argument. This work informs Lykke Minds' conflict-resolution and coaching techniques: leaders are trained to seek common ground and understand opposing viewpoints as a means to resolve tensions and foster collaborative problem-solving (methodological influence).
- **Ezuz, Yitzhak.** *Moving from Training/Taming to Independent Creative Learning: Based on Research of the Brain*. In *Reimagining New Approaches in Teacher Professional Development*. Explores shifting education from control-based training to fostering independent, creative learning, grounded in brain research and cognitive development (expert input validating Lykke Minds' learning approach).

Signed by:

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Richard Dobson; CEO & Innovation Consultant
Clara Futura SL