“The simple process of focusing on things that are normally taken for granted is a powerful source of creativity.”

Dr Edward de Bono
Overview

In an age of exponential information and escalating competitiveness, the ability to think differently has fast become an essential ingredient for innovation. Artificial intelligence, robotics and big data are forcing organisations to find new solutions to new problems, with leaders often having to make decisions with excessive or incomplete information.

This suite of thinking tools and processes, developed by Dr Edward de Bono, are both proven and effective ways to empower leaders with the right thinking, decision making and problem-solving skills to manage the business of today and lead teams in the business of tomorrow.

Today’s research in neuroscience continues to endorse de Bono’s work on how the brain forms patterns and further highlights the need to develop the ability to leverage thinking to achieve personal and business goals, build relationships and innovate.

Organisational Benefits

- **Innovative SOLUTIONS**: Build the capability to think differently on demand, design innovative solutions and build customer and stakeholder confidence
- **Quality DECISIONS**: Apply frameworks to perceive, analyse and interpret information to inform decision making, design and create value and build leadership confidence
- **Decisive ACTION**: Turn frustrating thinking sessions into highly collaborative engagements that value the diversity and enable the team to take decisive action
- **Business RESULTS**: Engage teams in thinking processes that ensure ideas lead to actions, and actions yield tangible results for organisations

Global Partner

For decades the work of Dr Edward de Bono, based on the principles of brain research, has been cited as a proven approach to thinking differently. As the founder of the term *Lateral Thinking*, his powerful yet simple tools have been used around the world to build the skills of innovative thinking, problem-solving and decision making.

Born in Malta, Dr Edward de Bono was a Rhodes Scholar at Oxford, holds an MD and PhD, and held faculty appointments at Oxford, Cambridge, London and Harvard Universities. He is the author of over 80 books, translated into more than 35 languages.

Dr Edward de Bono’s work continues to form the foundation of many of today’s theories on how thinking is the key ingredient in achieving sustainable success.
An idea that is developed and put into action is more important than an idea that exists only as an idea.

Dr Edward de Bono
Workshop Options

de Bono thinking tools are available in a range of workshops presented over one, two or three days. Workshops can be presented individually or combined based on the specific needs of a group. Select from the following to customise a learning journey that is right for the team.

<table>
<thead>
<tr>
<th>Workshop Options</th>
<th>1 Day</th>
<th>2 Days</th>
<th>3 Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Six Thinking Hats ®</td>
<td>Yes</td>
<td>Yes</td>
<td>x</td>
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<tr>
<td>Lateral Thinking™</td>
<td>Yes</td>
<td>Yes</td>
<td>x</td>
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<tr>
<td>Course in Creativity *</td>
<td>x</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Power of Perception™</td>
<td>x</td>
<td>Yes</td>
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<tr>
<td>Six Value Medals™</td>
<td>Yes</td>
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<tr>
<td>Simplicity™</td>
<td>Yes</td>
<td>Yes</td>
<td>x</td>
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<tr>
<td>Focus on Facilitation</td>
<td>x</td>
<td>x</td>
<td>Yes</td>
</tr>
</tbody>
</table>

* A combination of Six Thinking Hats and Lateral Thinking

**Recommended Reading**
Due to the prolific nature of de Bono’s work, each workshop can be supported with a published book which can be distributed as pre-reading ahead of the workshop, or to provide post-workshop support.

**FAT-CAT Projects**

**Fixed Assigned Tasks - Creative Action Teams**
A fast paced Action Learning Projects can be added to an intervention, giving participants an opportunity to apply the tools to an immediate business need, and giving the training investment a tangible business ROI.

**Measurable Return On Investment**
Two day training programmes provide an ideal opportunity for the learning to be customised and aligned to specific strategic objectives and goals. This enables the business to measure ROI from the learning, with participants focusing their thinking activities on specific business issues, challenges and goals. Many ideas can be implemented immediately and support of an existing Reward and Recognition system may be useful in bringing this ROI to life through the learning.

**Think Differently™ Keynote**

An introduction to any of the de Bono workshops can be given in a focused, interactive and high impact keynote presentation. These are available as 60-minute or 90-minute sessions and can be supported by a facilitated strategic conversation which ties the content to business context.

**Customised Learning**

**Personal Learning Journeys**
Personal Learning Journeys can be aligned to strategic goals, leadership competencies and personal development plans.

**Pre Engagement Communication**
Customised communication to position the learning and engage leaders in the learning journey including video clips and pre-course reading.

**Application Workshops**
Short, powerful workshops where real-world work examples are used to apply tools and methods to solve business problems, and improve workflow processes and systems.

**Coaching**
Support leaders to further embed the tools, driving behaviour change and improving performance. These sessions are available on-line for small teams and/or individuals. All sessions are conducted by a Certified Trainer.

**One-to-One Learning**
These tools can also be trained in exclusive one-to-one sessions. Exposure to all the practices and tools is enabled through a series of scheduled and personalised development sessions.

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"Creative thinking is not a mystical talent. It is a skill that can be practised and nurtured."

Dr Edward De Bono
Introduction

Do more with less! The message most leaders hear today, and one that places constant pressure on resources and time. Every meeting, moment and decision needs to count, and leaders need to ensure fast, effective and efficient collaboration with team members spanning regions, countries and even continents. Traditional debate is sometimes inadequate and slow, positioning team members as opponents, diluting creative efforts and resulting in...more meetings. What’s needed is a different approach, a fast, efficient and effective way to draw on the talents of a team, that ensures collaboration, innovation and execution. Enter the world of parallel thinking, a fresh approach to teamwork that harnesses the thinking of all the people in the room, and brings creative thinking to life.

Six Thinking Hats® is parallel thinking tool. It equips leaders with a framework that is simple, practical and constructive. This Six Hats is a systematic method of thinking, providing leaders with a platform for open discussion, enabling teams to solve problems faster, overcome diversity and quickly cut through emotional issues, egos and tensions.

Workshop Overview

During this one or two-day workshop, participants will learn about different thinking styles and be introduced to parallel thinking. By utilising a mix of theoretical presentations and practical workshops, participants will learn to generate faster, better decisions; reduce time spent in meetings by focusing thinking and improving the quality of output; improve teamwork by fostering the involvement of everyone in the decision, and speed up problem-solving by structuring thinking to reach clear and logical conclusions.

Each participant is supplied with workshop materials that have been personally developed by Dr Edward de Bono, along with a comprehensive workbook to provide ongoing reinforcement of the techniques taught.

Participants get to practice and experience the tools in the training and in a series of small group interactions. Workshops are conducted by a professional trainer certified by Dr Edward de Bono’s organisation.

Who Should Attend?

Any leader involved in making decisions, facilitating group discussions, solving problems, managing or leading teams, or responsible for developing ideas and solutions, then this course is a must. Six Thinking Hats® would be especially beneficial for:

- Project/Strategy Teams
- Project Leaders
- Line Managers
- Departmental Managers
- Executives
- HR and Training Managers
- Consultants
Workshop Outline

Understand and Learn
• The nature of thinking
• Why we need to change our behaviour
• Why argument is inadequate
• The Six Thinking Hats formula
• Why very little new thinking is accomplished in meetings
• Tools and techniques focusing on each ‘Hat’

Using the Six Hats
• Single and systematic use of the Six Hats
• Frameworks to focus meetings & thinking
• How to turn disagreements into positive contributions
• Techniques for opportunity thinking
• Developing personal action plans
• Workplace application

Workshop Objectives
• Facilitate meetings to ensure full participation and openness from all players
• Sequence thinking and meeting agendas through the Six Thinking Hats® framework to achieve results
• Look at problems and decisions systematically
• Stimulate innate creativity
• Lead shorter and more productive meetings

Participant Benefits
• Increase productivity and effectiveness
• Shift thinking from negative to positive
• Turn emotional reactions into facts based discussions in seconds
• Generate more and better ideas
• Reduce conflict and increase collaboration
• Cut meeting times in half and double their effectiveness
• Make better quality decisions by knowing how to dig deeper

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WOW! My team was excited and felt refreshed about the new approach. The team came up with the most amazing ideas.

Janet Sithole
Convenience Operations Manager
Engen

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A discussion should be a genuine attempt to explore a subject rather than a battle between competing egos.

Dr Edward de Bono

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| BLUE HAT | Control, managing the thinking process |
| WHITE HAT | Facts, Information available and needed |
| RED HAT | Intuition, feelings, and hunches |
| YELLOW HAT | Values and benefits Why something might work |
| BLACK HAT | Cautions and difficulties Where things might go wrong |
| GREEN HAT | Alternatives and creative ideas |
Introduction

Creativity has been highlighted as the number one skill for leaders to help them deal with the speed of change in the future. The need to innovate, solve problems and respond to change has never been greater, and the skills in dealing with it can be learned. Lateral thinking is a proven, systematic and deliberate approach to creative thinking that can be learned and applied. The training provides leaders with an invaluable thinking toolkit that enables them to innovate, problem solve and respond to change, in ways that will leave the competitors standing.

To assist in understanding lateral thinking, Dr de Bono divided thinking into two methods; Vertical and Lateral. Vertical thinking gives us the gift of logic. Lateral Thinking gives us the gift of creativity. Whenever leaders are faced with rapid change, fierce competition and the need to work miracles against all odds, that’s when the tools of Lateral Thinking™ are needed the most.

Lateral Thinking™ is a proven methodology empowering people by adding strength to their natural ability. It enables participants to build on their current thinking to generate new and different ideas on demand; turning average ideas into competitive strategic, innovative solutions, and high-value products or services.

Workshop Overview

Lateral Thinking is available as a one or two-day workshop. It is an internationally accredited training programme that provides leaders with a toolkit for innovation and creative thinking. Unlike many creative thinking approaches, Lateral Thinking™ provides a series of deliberate techniques that will enable leaders to unleash the creative potential of their own mind and that of their team, bringing to live tangible business results.

Each participant is supplied with a comprehensive training manual, personally developed by Dr Edward de Bono, to provide ongoing reinforcement of the techniques taught.

Who Should Attend?

Designed for leaders, executives, senior managers, strategists, innovators who are concerned with making their organization more innovative in the face of growing competition and the emergence of new business models. The following people will find Lateral Thinking™ particularly beneficial:

- Executives
- Directors
- Strategists
- Business Unit Heads
- Line Managers
- Internal Consultants
- Advertising Executives
- Trainers
- Facilitators

In my entire MBA journey, this was the most overwhelming and ‘necessary’ toolkit any MBA might need.

Rebecca Kolotsi
HR Business Partner
Denel

Innovation and the Readiness to Do Something New
Workshop Objectives

- Quickstart creativity via structured thinking processes to facilitate personal and group idea generation
- Challenge current thinking by considering alternatives outside of the status quo and established thinking patterns
- Harvest and evaluate ideas generated in a creative session for practical implementation
- Produce unique solutions to difficult problems
- Provide deliberate techniques that will support lateral thinking in the workplace

Participant Benefits

- Empower leaders with the tools for managing change
- Generate breakthrough ideas on demand
- Turn average ideas into competitive, innovative solutions
- Develop high value products, services and innovations to support business growth
- Outperform the competition by identify unique ways to differentiate the business

Workshop Outline

The need for creative thinking
- Limits of logical thinking
- Creative thinking is a learnable skill

Lateral thinking techniques
- Alternatives: Use ‘concepts’ as a breeding ground for new ideas
- Focus: Generate and use a creative hit list
- Challenge: Challenge the existing limits
- Random entry: Use unconnected input to open up new lines of thinking
- Provocation & Movement: Explores the nature of perception and how it limits creativity and how to move beyond them

Applying innovation for commercial advantage
- Harvesting: Despite a tendency to note practical ideas with an obvious value we need to deliberately collect ideas that are less well developed
- Treatment of ideas: How to develop ideas and shape them towards their practical application in business

Stages of Lateral Thinking™

1. FOCUS
   Focusing on specific areas for innovation to generate a targeted solution to a specific issue

2. GENERATE
   Facilitate ‘on demand innovation’ by using a systematic, formal process to arrive at dramatically different solutions

3. HARVEST
   Conclude a creative thinking session by collecting and evaluating ideas. Prioritise next steps
Introduction

The fast-paced nature of our personal and professional lives results in us easily confusing action with results, often jumping into action without enough thought. We love to take action and see what happens - if it’s good, we keep going; if it’s bad, we stop and clean up the mess. Action is better than doing nothing, but action without thought can be inefficient and costly.

With Dr de Bono’s Power of Perception™ leaders learn techniques that enable fast, effective and efficient thinking, resulting in ideas and solutions that are inclusive and well considered. These tools not only speed up decision making, but also ensure leaders consider the consequences before taking action.

Workshop Overview

Power of Perception™ is a two-day interactive training workshop that is presented by de Bono certified trainers. Over the course of the workshop, participants will learn 10 simple strategies for sharpening their perception and focusing their thinking.

The tools can easily be combined to create frameworks for a myriad of thinking applications, including strategic thinking, creative thinking, problem solving and decision making.

Who Should Attend?

Power of Perception™ is designed for anyone wrestling with daily decisions, whether business or personal. This programme would be particularly beneficial for:

- Managers,
- Team leaders,
- Change facilitators,
- Supervisors
- Business professionals looking to improve their decision making skills

I really enjoyed the last two days and found the content stimulating and valuable. I believe that this is much needed and can’t wait to apply it!

Corné Heyns
Business Performance General Manager
Mediclinic
Workshop Objectives

- Apply ten simple tools that will sharpen perception and focus thinking
- Gain a comprehensive understanding of any situation, problem or opportunity
- Review the consequences of each decision and consider all the effects of a decision
- Examine and assess alternatives, choices and possibilities before making a decision
- Recognise the perceptions of others
- Define priorities

Participant Benefits

- Become a strong and confident decision maker
- Quickly and accurately weigh risks against reward
- Source effective solutions to problems
- Uncover opportunities within problems
- Avoid mistakes with the ‘what if’ principle
- Remove obstacles with simple solutions
- Assess all angles of a problem before making a decision
- Adopt analytical thinking tools to strategically analyse a situation
- before taking action
- Dramatically improve problem-solving abilities
- Evaluate alternatives, consider consequences and take effective action
- Sharpen perception through adopting broad and inclusive viewpoints

Workshop Outline

- **Tool 1 | Consequences and sequels**
  Look ahead to see the consequences of an action, plan, decision, or rule.
- **Tool 2 | Plus, Minus and Interesting**
  Ensure that all sides of a matter have been considered before a decision or commitment is made.
- **Tool 3 | Recognise, Analyse and Divide**
  Break a larger concept into smaller, more manageable parts.
- **Tool 4 | Consider All Factors**
  Explore all factors related to an action, decision, plan, judgment, or conclusion.
- **Tool 5 | Aims, Goals and Objectives**
  Focus directly and deliberately on the intentions behind actions.
- **Tool 6 | Alternatives, Possibilities, Choices**
  Deliberately try to find other ways.
- **Tool 7 | Other People’s Views**
  Consider situations from the view of other stakeholders and participants.
- **Tool 8 | Key Values Involved**
  Ensure decisions are aligned to individual and/or business values.
- **Tool 9 | First Important Priorities**
  Select the most important ideas, factors, objectives, consequences, etc.
- **Tool 10 | Design/Decision, Outcome, Channels, Action**
  Direct attention to the outcome of the thinking and action that follows.
Introduction

Value is fast becoming the differentiator in business today. Adding value, delivering value and designing compelling value propositions lie at the core of decisions and competitive advantage.

The key to making decisions that will deliver maximum value lies in creating a framework that is specific enough to add meaning but is also pliable enough to expand and contract with each unique challenge. Too often, organisations focus on profitability as the only way to articulate the value of a decision. As a result, they may fail to notice and resolve conflicts in values that have a negative impact on employees, the organisation, clients, communities and more.

In this programme, participants learn how to articulate the basis for decisions and design compelling value propositions for stakeholders. Identifying and resolving conflicts in values that have a negative impact on employees, the organisation, clients, community relationships and more is a core part of the process.

The Six Value Medals™ framework equips participants with a powerful framework for identifying and delivering value to a wide range of stakeholder groups.

Workshop Overview

Six Value Medals™ is a one or two-day interactive training workshop that is presented by de Bono certified trainers. Over the course of the workshop, participants will learn to scan quickly but thoroughly for values, prioritise which values are the most important to pursue, and then ensure that top values are addressed and maximised every step of the way.

Each delegate will receive an official Six Value Medals™ training manual personally developed by Dr Edward de Bono.

Who Should Attend?

The workshop is designed for individuals and teams working in highly competitive or changing environments where value is a key ingredient in their decision making process. Six Value Medals™ is especially beneficial for:

- Managers and Executives
- Customer Service Teams
- Project / Strategy teams
- Marketing Managers
- Brand Managers

The programme provides various tools with which one can create structure, inclusiveness and prevent confusion.

Thomas Schubert
Technical Advisor
Engen
Workshop Objectives

Participants will learn how to use the values framework to effectively:

• Understand how to define value across broad stakeholder groups
• Uncover hidden values to strengthen decision-making processes
• Search for and develop meaningful value and rank value based on impact and profit
• Complete a value scan to identify and resolve potential value conflicts
• Evaluate ideas based on value and make sound value-based decisions

Participant Benefits

• Beat the competition and become the preferred partner
• Develop strategic for delivering superior value to customers
• Discover how to get customers pay a premium for products and services
• Learn now to rank customer values based on impact versus profit

Workshop Outline

The Six Value Medal approach
• Overview of Six Value Medals principals
• Understand six core Value Medal tools

Six Value Medal deep dives
• Gold Medal: Unpacking human values
• Silver Medal: Unpacking organisational values
• Steel Medal: Unpacking quality control impact
• Glass Medal: Unpacking change, innovation, simplicity, creativity
• Wood Medal: Unpacking ecological impact
• Brass Medal: Managing appearances and perceptions

Implementing the Six Value Medals
• Developing personal action plans
• Workplace application

Gold Medal: Gold is precious, and so are people. The gold medal asks, what matters to the people? Human values include pride, achievement, a sense of belonging, hope, trust, and growth.

Silver Medal: Silver impacts the organization. What matters to the organization? What are our goals as a company and how will a prospective action help us or hinder us in pursuit of these goals?

Steel Medal: Steel must be as strong as possible. The steel medal asks what are the implications for quality? How will the decision at hand impact the quality of what we do?

Glass Medal: Glass can take the shape of many functional, often beautiful and colorful objects. The glass medal covers change, innovation, simplicity and creativity.

Wood Medal: Wood spotlights ecology values in the broadest sense. Is there a positive or negative impact to the environment if we take this road?

Brass Medal: Brass looks like gold but is not. Brass medal values examine appearances and perception. How will this action be interpreted?
Introduction

The world of work is plagued by complexity. As systems, products and processes evolve, they often become more involved than they need to be. Working in such environments wastes valuable time, money and effort that could be used more productively elsewhere. Simplicity™ teaches participants how to uncomplicate business processes and streamline the world of work. It teaches the tools to challenge complexities and simplify business for dramatically increased efficiency – doing things right, and effectiveness – doing the right things.

Simplicity™ is invaluable to companies looking to uncomplicate today’s fast-moving, complex business environment. Simplicity™ tools will assist in cutting through the clutter and get innovations to market quicker; increase ROI by avoiding unnecessary duplication of efforts; streamline business processes, procedures and products to be more effective, efficient and user-friendly; and increase customer and employee satisfaction by removing age-old roadblocks and barriers.

Workshop Overview

Simplicity™ is a one or two day instructor led training workshop. During this workshop leaders will learn how to institute creative techniques like shedding, reframing, bulk-and-exceptions and historical review to shift group thinking to a ‘challenge’ mode where moving from complex to simple is the name of the game.

Each participant will receive an official Simplicity™ training manual personally developed by Dr Edward de Bono.

Who Should Attend?

The workshop is designed for all business people wishing to streamline products or processes to improve effectiveness, efficiency and usability.

Participants will learn how to get rid of habits and stop duplication. It is particularly beneficial to the following groups:

- Technical Personnel
- Project Managers
- Logistics Managers
- Operations Managers
- Product Managers

“Simplicity before understanding is simplistic; simplicity after understanding is simple.”

Dr Edward De Bono
Simplicity

A SUMMARY:

SIMPLICITY,
EDWARD DÉ BONO
Workshop Outline

Why Simplify?
• The essence of simplicity
• Why and how complexity prevails
• Identifying and focusing simplicity needs
• Defining simplicity objectives and values
• Pitfalls and dangers of simplicity
• The 10 Rules for successful simplicity

Simplicity Tools and Techniques
• Removal: Eliminating unnecessary elements
• Restructuring: Rearrange existing information to identify performance improvements
• Replacement: Develop the thinking capability required to replace current ‘ineffective’ elements with more powerful approaches

Simplicity to Business Results
• Understanding broad and narrow perspectives
• Implementing simplicity frameworks and tools
• Developing personal action plans
• Workplace application

Workshop Objectives
• Target an area of complexity and define objectives
• Apply the de Bono Simplicity tools
• Assess the changes
• Implement the plan
• Be made aware of the dangers of Simplicity as well as how to use these tools for maximum benefit

Participant Benefits
• Overcome stress and frustration associated with unnecessary complexities
• Increase ROI by avoiding unnecessary duplication of efforts
• Streamline business processes, procedures and products to be more effective, efficient and user-friendly
• Increase customer and employee satisfaction by removing age-old roadblocks and barriers
• Cut through the clutter and get innovations to market quicker

10 Rules for Successful Simplicity

1. Value simplicity highly
2. Seek simplicity actively
3. Understand complexity fully
4. Design alternatives and possibilities
5. Challenge and discard existing elements
6. Be prepared to start over again
7. Use concepts
8. Break things down into smaller units
9. Trade off other values for simplicity
10. Est. who will be impacted by simplicity & why

If you never change your mind, why bother to have one?.

Dr Edward de Bono
Introduction

Creative thinking and innovation is highly desired but very misunderstood. People often struggle to navigate the ‘who’, ‘what’, ‘when’, ‘where’ and ‘how’ of coming up with new ideas and turning them into action. The reality is that successful innovation applied to business challenges, opportunities and process requires a broad range of thinking ability. Other major obstacles that prevent creative growth and improvement include the identifying, directing and harnessing of team thinking.

Specialist facilitator skills are therefore in high demand today, as companies search for professionally trained people who can manage complex team interactions. A skilled facilitator can enter any room, with any group, and find an approach that will help the team achieve their desired outcomes and goals. That is what Focus on Facilitation™ is all about.

Workshop Overview

This 3-day instructor-led training programme integrates the practical yet powerful tools from Six Thinking Hats™, Lateral Thinking™ and Power of Perception™.

The workshop includes a mix of teaching and practical exercises. Participants work in small groups with continual support from the trainer, who has been certified by Dr de Bono’s organisation. With the proficiency gained from this course, leaders will gain confidence in their ability to work with groups as an expert de Bono facilitator.

The workshop includes many useful resources to support leaders when applying the new techniques:

- Facilitator handbook - comprehensive with invaluable reference points and practical templates.
- Reusable facilitation cards that enable visual mapping of agendas and planning processes
- Practical slide rules - participants can easily call to mind the steps in the de Bono thinking methods.
- Capture cards - for writing, sorting and assessing ideas generated.
- Energy dots - to indicate top priority ideas and to measure buy-in on decisions made.

Who Should Attend?

- Anyone, no matter what industry sector, who works hard to think collaboratively and desires better results from their team
- Established facilitators looking to overhaul

Participant Prerequisites

- Completion of a two-day Six Thinking Hats training course is COMPULSORY for all participants.
- Prior training and or facilitation experience is essential
- Classes are limited to a maximum of 12 participants.

“Everyone has the right to doubt everything as often as he pleases and the duty to do it at least once.”

Dr Edward de Bono
Workshop Objectives

- Engage teams in productive discussions that generate more creative and better quality outcomes
- Look at problems and decisions systematically
- Design agendas and sequence thinking to ensure thinking processes deliver the desired result
- Facilitate productive meetings by ensuring the full participation and involvement of all players

Participant Benefits

Build Facilitation Skills Confidence
- Confidently take your skills from facilitator to practitioner - adding more variety to how you expand and distil the thinking needed to encourage decision-making

Improved Meeting
- Supercharge your productivity by reducing the time spent planning using a structured approach to creative problem-solving and group thinking sessions, meetings and interactions

Better Performing Teams
- Effectively engage teams in discussions and idea processes both face-to-face and virtually. You will also Accomplish more and reach collaborative decisions faster

Faster Innovation
- Get more creative ideas from participants by bringing “creativity on demand” techniques into your sessions.

More Time, Less Stress
- Save everyone’s time and reduce stress levels by taking a measured and calm approach, even in a crisis, through improved and more effective planning
Business Results Group is the officially licensed distributor of de Bono Thinking Systems for sub-Saharan Africa. For more information contact info@brg.co.za