

Knowmium

2021 Prospectus

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Hello, We're Knowmium.

In 2019 our team took over 200 flights to facilitate sessions with clients in 24 countries worldwide. In 2020? Just 7—the last on February 15, one year ago. Like the rest of the planet, it was a year of challenges & changes, but within that space we are profoundly thankful for the lessons & connections that followed.

IN 2020 WE LEARNED:

- **Conversations matter more than ever.** With face-to-face, many can gloss over poor communication & collaboration practices: but with virtual these shortfalls are magnified. Mindful attention to how we interact, & how really present we are, matters.
- **We can't press pause on our people.** McKinsey noted well back in March of 2020 that *"organizations which try to press pause on learning & over initiatives, will find their people & themselves falling behind & less able to cope."* We don't continue training for the sake of continuing: we train to meet head on that which rises before us.
- **There is no copy/paste for good virtual facilitation.** Zoom fatigue is largely myth: the product of poorly structured sessions, but has taken on the air of truth as it is easier to swallow than a need to fundamentally change how we work. What creates engagement face-to-face is not the same, & we need to rethink interaction before, during, & after sessions to create meaningful learning journeys.
- **Collaboration abounds.** What amazed us most of all in 2020 is how much our network of meaningful partners, both clients & colleagues, expanded, & how much energy & ideas they brought to create safe passages within the storm.

So yes, we're Knowmium: the partner of choice for learning organizations that want to create conversations that truly matter.

In short: we've had enough training; it's time to start un-training. Let's begin.





2021: The Year of Conversations

Our word of the day is “nod-crafty.” What does that mean? It’s an 18th century adjective used to describe the tendency to nod pretending to be listening & understand, while actually... not. Have we come far since then? There’s often a huge chasm between claiming to understand someone, & actually understanding them in a way that they acknowledge. Too often, as Stephen Covey once noted, *“we do not listen with intent to understand, but with intent to reply.”*





Our practice, conversation architecture, is focused on bridging that gap— getting a true sense of where we are on the conversation map, how we can move to a better place for all involved, & when best to do so. This is a year for deeper conversations, & our workshops (page 3) all center on different elements of helping you & your teams map that shared space: transitioning from *loudership* to real *leadership*.









2021 Workshop Exploration Menu

18 topics available in sessions ranging from 2 hours to 2 days— all designed & tested for strong virtual engagement. Each journey aligns to our core conversation map to help propel communication. Want more details on any program outline? We're happy to share— just send a message to joshua@knowmium.com.

CHANGE YOUR CONVERSATIONS

-  **1. Reinventing Remote:**
Our intro to better virtual communications program, to get everyone up to speed.
-  **2. Moving Minds:** Influence without authority & master persuasion's push & pull of sharing & understanding.
-  **3. Negotiate to Great:**
Leverage frameworks to build trust & achieve truly integrative deals.
-  **4. Selling Virtually:**
Combine consultative & insight selling techniques to reach clients of today in virtual spaces.
-  **5. Applied Improvisation:**
Get resilient, speak on the spot, & connect with your team & stakeholders.
-  **6. Facilitation Mastery:**
Transform dull webinars into engaging & memorable workshops.

CHANGE YOUR MESSAGING

-  **7. Speak to Persuade:**
Craft memorable speeches that motivate change & spark conversations.
-  **8. The Narrative Imperative:**
Turn data into compelling business stories that bring your points to life.
-  **9. Executive Excellence:**
Improve leadership presence, communication, & career path-shaping.
-  **10. The Write Way:** Banish boring emails & postings with clear tools for busy readers. Also available for Equity Research teams.
-  **11. Slides that Decide:**
Convert dull slide decks into visuals that guide focus & action.
-  **12. Managing Brand You:**
Understand your unique strengths, grow your network, & share yourself.

CHANGE YOUR ORGANIZATION

-  **13. Innovate to Great/ Design Thinking:** Think like a startup with iteration & other divergent tools.
-  **14. Collaborate to Great:**
Get out of silos & develop teams that communicate, create, & solve together.
-  **15. Coaching Culture:**
Differentiate managing from real coaching & accelerate internal learning.
-  **16. Beyond Bias & Equality by Design:** Two journeys in the D&I space that translate awareness into ownership & application.
-  **17. Working Beyond Borders:** Whether virtual or face-to-face, cross cultures to strengthen teams.
-  **18. Build Better Meetings:**
Transform meetings into collaborative spaces where people really want to be.

What Does a Knowmium Session **Feel** Like?

Priya Parker writes, “*the way we gather, matters,*” & never has that been more true than when we facilitate virtually. Good virtual training is **highly interactive, tailored, & practical**. What you won't see: long lectures, overloaded slide decks, & quick jumps from one unlinked activity to another. Learning is a consequence of thinking & doing, not teaching.

We put humans first. In a time where tuning into a virtual session tempts many to disengage, warmth matters. There's a Danish concept, *hygge*, that focuses on this creation of a welcoming & cozy atmosphere: this conscious cultivation of spaces for connection & reflection is core to what we do. When people step away from autopilot, when they feel safe to speak, we stop *performing* conversations in session, & start actually *experiencing* them.

TO DO SO, WE FOCUS ON CRAFTING 5 KEY CS:

- **Concepts:** what is the key objective of the session, what changes do we wish to create?
- **Connections:** how can we make this meaningful to the audience?
- **Conversations:** what discussions need to take place to make sure ownership transfers?
- **Concrete Practice:** how can we shift from knowing to doing?
- **Conclusions:** how can we sustain momentum & encourage continued growth post session?

What does this end up looking like? A snapshot of some of our virtual approaches:

- A blend of external (localized cases inspired by Kellogg/Harvard simulations) & custom client simulations co-created with leaders.
- Structured group-work & plenary discussions, activities, & problem solving using support apps.

- Speech & interactive simulation transcript mapping, applying sentiment analysis to see where back & forth dialogues break down.
- Reflective action planning & interactive review through collaborative Miro canvases. Building in breathing room to sessions. Rushing doesn't work for reflection: slow is the new fast.

A FOCUS ON FANTASTIC FOLLOW-UPS

A lot of learning happens outside the workshop, & yet often training is treated as a one-off event. How do we change this?

- **Accountability Cohorts:** picture the buddy system, only better— partners having sustained conversations guided by us.
- **Manager Mentors:** Short training for managers to better enable them provide feedback, & lead discussions on our training topics.
- **Spaced Learning Nudges:** Not your average forgettable LMS— conversational, community oriented follow up practice to help learning stick.
- **Coaching Boosters:** As members of the Forbes Coaches Council— we firmly believe in the power of small group coaching to continue learning conversations & create change.



How We're Helping Our Community

Over the last year the one refrain that has most resonated with us is this: “*how can we help?*” To that end, we’ve focused on 3 key ongoing initiatives to better support our clients & the learning community at large.

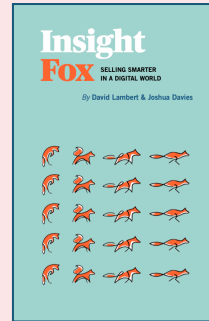


1. RADICALLY REMOTE:

According to a study by ATD, in 2019 just 10% of training was delivered online. In 2020? Substantially more. Many facilitators are brand new to this, still. So it's not surprising as Cindy Huggett notes, “*Many virtual training programs fall prey to must include all this content in an hour syndrome.*” People

aren't tired of virtual sessions, they're tired of *bad* virtual sessions. It doesn't need to be. In April 2020 we released:

- **Radically Remote**, a free book sharing our secrets to better virtual facilitation, which pairs with a toolkit at knowmium.com/radical-toolkit.
- Online self-paced courses at radicallyremote.com which currently have thousands of students enrolled for free.
- To support this, held dozens of free sessions for our global facilitator community.
- & in 2021, launched our **Virtual Facilitation Master Certificate** program.



2. INSIGHT FOX:

2020 did not create virtual selling (its use had already doubled since 2015), but it did significantly accelerate the transition. Our clients' feedback has been that many are struggling to make that leap: leading to conversations that don't connect, don't demonstrate real empathy, & don't serve our

clients as trusted advisors. To help with this we've partnered with David Lambert, renowned author of the bestseller **Smarter Selling**, to co-author **Insight Fox: Selling Smarter in a Digital World**, available for free at insightfox.io.



3. THE GIVING SPEECH:

For the 5th year in a row we renewed our commitment to our community through our non-profit division, **The Giving Speech**, facilitating pro-bono sessions worldwide for organizations in need.

Additionally, we've formalized our promise to being green by joining the **Climate Neutral** initiative,

offsetting 100% of our emissions: one small step on our path to a better planet.



A Look Behind the Curtain: Tech Meets Technique

As we continue to create better presence & deeper engagement in sessions, there's a need to look not just at pedagogy, but pure tech logistics. Crummy audio can unmake a powerful workshop flow where delegates can barely hear the facilitator. *So how do we actually run our sessions?* To use our founder's setup as a template, our 6 key tech tips that won't break the bank are:

- **Use the Mmhmm app** to display slides & videos behind you. This is by far the easiest visual management tool, & keeps the conversation focused on people, rather than reducing the speaker to a postage stamp in the corner of giant slides.
- **Run Krisp audio** to clean up your sound, ideally from a decent mic. Barking dogs & traffic noises vanish.
- **Map conversations with Miro**, our favorite tool to visualize & capture a session while giving delegates ownership of the learning spaces.
- **Run macros with Stream Deck**: basically this is a magic superpower piece of hardware that lets you set up custom buttons to run multiple elements in session, from something as simple as a dedicated mute button, to complex multistep actions.
- **Bridge sessions & build interactivity with Benji**: combining the features of a survey/organized simulation/brainstorming app that can be used in breakouts, with a light LMS to manage materials before & after sessions.
- **Get hardwired**— there's no reason to ever be on wifi. No matter how far your router is away, run a cable to it for 10x crisper signals.



- Top bar light & flexible ring lights
- Hello Hong Kong :)
- Mirrorless camera as "webcam"
- Second camera mount (for GoPro)
- Wide-angle gaming monitor for easy window arrangement
- Mini-monitor for dual screen
- Wave 3 Microphone
- ATEM Mini (you likely don't need this)
- Streamdeck
- Backup headphones around the corner
- Standing desk
- Storage for tablet & document camera
- A1 Pro WalkingPad below

A Tour of Our Favorite Assessment Tools

Like chefs & their knives, we're quite picky about the tools we use in our craft. Too many assessments & certifications in the training space are at best edutainment, & at worst genuinely harmful to learning— cheap knives that break & cut the cook. As Nicholas Nassim Taleb notes, *"If you see fraud & do not say fraud, you are a fraud"* (yes, we're lots of fun at parties). Good research, sound educational pedagogy, & practical application with a proven track record are key considerations. A few we've come to like using with our clients:

- **Influence Style Indicator®**: From Discovery Learning, a great tool for understanding our own personal preferences when trying to move minds. We love its validity cross culturally & the large research base behind its findings.
- **The Kraybill Conflict Style Inventory®**: Conflict happens, but it doesn't have to be destructive. Kraybill's inventory not only measure response to conflict, but more importantly measures change— as tension increases do we tend to problem solve, fight, give in, or run away?
- **Culture Mapping Tools**: Taking the best of ideas from culture study pioneers like Hofstede & Hall, Dr. Erin Meyers' Culture Map research translates behavioral trends in a way that is directly applicable to real world communication. No wonder she wrote Harvard Business Review's most read article of 2017.
- **Team Management Systems®**: Want to really understand how your team members collaborate & relate to one another? TMS does a great job assessing why some individuals, teams, & organizations perform, work effectively & achieve their objectives, while others fail. *Team & Leader 360 available.*



- **FourSight®**: Want to get innovative projects done? FourSight is by far our favorite assessment for understanding how individuals & teams think creatively, with a particular nod to how can we take projects from start to finish.
- **Hogan Assessments®**: Listen— if you just want a quick awareness exercise on personality/ thinking differences in teams, there are plenty of free & low cost options that work (as long as we don't read too much into them). But if you really want to do personality assessment right & provide deep meaningful take aways for individual change, Hogan, with its sound grounding in organizational psychology, is our pick.
- **Designing Your Life®**: Available for individuals & small groups, we joined the first coaching certification cohort of this systematic approach to personal change based on applying design thinking principles to developing the self. In a nutshell— ideate, experiment, & reflect on where you are going professionally in a more measured way.
- **Bates EXPi®**: Focused on building executive presence, that nebulous quality rarely well defined, Bates has created a 360 tool with robust construct validity around the facets of character, style, & substance— we leverage it for senior level coaching engagements.

Don't see NLP or MBTI on here? Neither does science. Like we said: we're fun at parties.

What's in a Name?



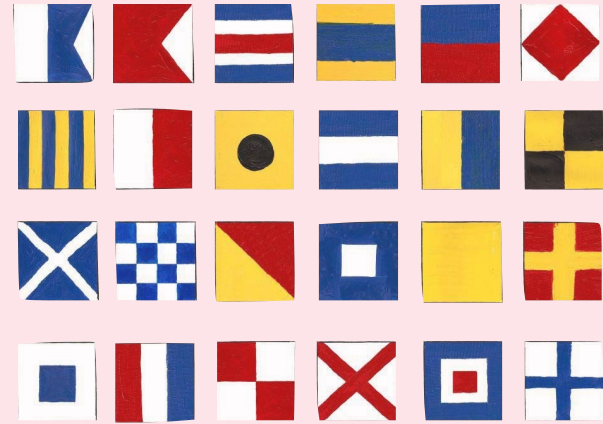
Knowmium (nəʊmɪəm) is the element of knowledge, though you'll have to look pretty hard on the periodic table to find it.

Our logo: From Joshua (founder)—

My father was in the Navy when I was young (albeit as a dentist— a captain of teeth not tides), & I still have the wooden ship he brought home for me after a tour in the Mediterranean. On it were small intricate nautical flags— a whole international language in code, hidden in plain sight. The colors of Knowmium's logo are taken from the international maritime signal for the letter K, which means “*I want to communicate with you.*”

We're definitely not for everyone, but for those who want to change the learning landscape, we're here to start fires & spark conversations. Deliberately developmental organizations deserve better partners — & we're proud to be one of them.

Shall we? Say hello at knowmium.com.



Managers should ask their direct reports, “What are you learning?” as often as they ask, “What are you working on?”

— Jens Baier, BCG



Knowmium

The Untraining Consultancy

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Visit knowmium.com to start a conversation.