

 apertur

What one thing do the  
highest-performing  
organizations have in  
common?

# open-mindedness

Willingness to search actively for evidence against one's favored beliefs, plans, or goals, and to weigh such evidence fairly when it is available;  
**antidote to cognitive bias**



*The smartest people are constantly revising their understanding, reconsidering a problem they thought they'd already solved. They're open to new points of view, new information, new ideas, contradictions, and challenges to their own way of thinking.*

Jeff Bezos

**Open-mindedness**  
is the key to  
organizations'  
highest priorities



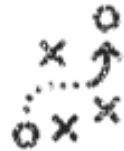
*creativity & innovation*



*teamwork & collaboration*



*diversity & inclusion*



*strategic decision-making*



*ethical conduct*

But getting there is hard –  
70% of organizational  
change efforts fail

It's like a chain – no  
stronger than its  
weakest link



*organizational & personal relevance*

*comprehensiveness*

*integration with daily work*







*social affirmation*

*focus & efficiency*

*interest & engagement*

# create a culture of open-mindedness

A comprehensive, customizable organizational development program designed for **effectiveness, efficiency, and sustained change**

-  Big idea  
*Open-mindedness – timeless insight, not the “flavor of the day”*
-  Learning framework  
*Complete competency journey for sustained results*
-  Awareness training  
*Engaging, interactive, optimistic – no “bias backlash”*
-  Assessment  
*How you actually behave, not just how you think you do*
-  Toolkit  
*Best practices from latest research & cutting-edge organizations*
-  Practice & feedback  
*Social app provides structure & reinforcement*

# about

What *really* differentiates exceptional organizations from the rest?

Something is missing in how organizations select, assess, and develop decision-makers. That was the itch that Mark Ellis had to scratch and launched him on a decades-long quest for answers. Apertur is the culmination of that journey and the synthesis of his findings and insights. The problem: **cognitive bias**; the solution: **open-mindedness**; the approach: organizational development redesigned for **sustained change**.



Mark E. Ellis  
Founder

*Former head of strategy,  
Sempra Energy*


*Previously with  
McKinsey, ExxonMobil*

*Harvard BS, MIT MS*

# selected clients

Qualcomm

DRUCKER  
INSTITUTE\*

 Sempra Energy

 **EO** Entrepreneurs'  
Organization

 SoCalGas

 SDGE

GEN  NEXT

 **ARGYLE**  
EXECUTIVE FORUM

UC San Diego  
SCHOOL OF GLOBAL POLICY AND STRATEGY

WesternEnergy  
INSTITUTE

 7CTOs

 **DARCY**  
PARTNERS

**VISTAGE**


 ProVisors

 **GROUP SOLVER**

**BAM**  
Communications

**CIRCLES**

*Empyr*

 **AXIOM** PARTNERS





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# the importance, and challenge, of open-mindedness

*What the human being is best at doing is interpreting all new information so that their prior conclusions remain intact.*

Warren Buffett

 BERKSHIRE HATHAWAY INC.

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Jeff Bezos

 amazon

*You want someone who is stubborn yet open-minded. You want someone who is dedicated but when they get new data is able to change their mind – but not too often ... [I]t's really hard to tell in a short period. We get tricked all the time and agonize about the mistakes we've made.*

Sam Altman

 Y Combinator

*Much of the time [the conscious System 2] acts as a spokesperson for [the unconscious, intuitive] System 1. System 1 makes suggestions, and System 2 explains or rationalizes them.*

Daniel Kahneman

*We need to include a wide range of opinions and perspectives in our thinking and decision making. In every meeting, don't just listen – make it possible for others to speak so that everyone's ideas come through. Inclusiveness will help us become open to learning about our own biases and changing our behaviors so we can tap into the collective power of everyone in the company. As a result, our ideas will be better, our products will be better, and our customers will be better served.*

Satya Nadella

 Microsoft

*You have to be ruthlessly open-minded and constantly willing to reexamine your assumptions. You have to take the ego out of ideas, which is a very hard thing to do.*

Marc Andreessen

 a16z

*In the case of any person whose judgment is really deserving of confidence, how has it become so? Because he has kept his mind open to criticism of his opinions and conduct. Because it has been his practice to listen to all that could be said against him; to profit by as much of it as was just, and expound to himself ... the fallacy of what was fallacious.*

John Stuart Mill

*You must become good at destroying your own best-loved and hardest-won ideas. If you can get really good at destroying your own wrong ideas, that is a great gift.*

Charlie Munger

 BERKSHIRE HATHAWAY INC.

*Changing your behavior in the face of changing information is always hard. But when people are doing well, they don't want to change. They choose to ignore the discordant notes and the tunes you are hearing. They feel threatened by bad news and dread the uncertainty of change and the hard work it demands. This tendency makes them passive and rigid at the very moment they should be active and flexible.*

Stephen A. Schwarzman

 Blackstone

*True open-mindedness is an entirely different mind-set ... It demands that you get over your ego-driven desire to have whatever answer you happen to have in your head be right.*

Ray Dalio

 BRIDGEWATER

*Those who cannot change their minds cannot change anything.*

George Bernard Shaw