

# **Turning Ideas**



# **Into Impact**

**Insights from 16 Silicon Valley Consultants**

**Russell Brand, Hong Nguyen-Phuong  
Kimberly Wiefeling, Mitchell Levy**

**An Actionable Business Journal**

## Endorsements

*"Wow, if you are looking for a book to help you start, scale, maximize, or run your business more effectively, this book is for you! Turning Ideas into Impact is truly a treasure trove of valuable golden nuggets of wisdom, practical advice, and sheer relevant brilliance! Each author does a wonderful job of bringing their A game. They share stories, examples, and steps that will help you better yourself, your team, and your business. I can't wait to share this book with my friends and associates because it really does have something for everyone and meets them wherever they may be on their path."*

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*"The authors of this excellent book have written some great insights on culture, innovation, and agility and how using principles of aligning around common goals, acting quickly, and adjusting often can reap genuine business benefits. Their wealth of experience shines through in every chapter."*

**—Mike Stockley**  
**Banking Executive**

## **Turning Ideas Into Impact (Book Excerpt)**

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**Russell Brand, Hong Nguyen-Phuong,  
Kimberly Wiefeling, Mitchell Levy**



**An Actionable Business Journal**

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## **Dedication**

This book is dedicated to the spirit of Silicon Valley, where failures are called “prototypes,” the “impossible” is merely difficult, and dreams become reality.

## Acknowledgements

There's a famous African saying: "If you want to go fast, go alone. If you want to go far, go together." This book exists only because of the contributions of sixteen authors who came together to turn this idea into reality, as well as the commitment of many others who supported us on this journey.

Thank you to the authors for their thoughtful contributions and responses to endless requests for their inputs on the many decisions that must be made to create a book such as this. Our executive editor, Kimberly Wiefeling (who frequently reminded us that while the book content was non-fiction, the milestone dates were *absolutely* fiction), was assisted by her secret weapon and editor extraordinaire, DeAnna Burghardt. Our publisher, Mitchell Levy, inspired us to take on this challenge, and we heartily appreciate him and his talented team members (especially Jenilee Manti) who made that vision a reality.

Finally, we'd like to thank all our colleagues, clients, customers, and co-conspirators who've helped us learn and grow over the years. Together, they have made the insights contained within this book possible and the impact much more powerful than anything we could have created alone.

Thank you all! - The Authors

# How to Read a THiNKaha® Book

## A Note from the Authors

The AHAtat/THiNKaha series is the CliffsNotes of the 21st century. These books are contextual in nature. Although the actual words won't change, their meaning will every time you read one as your context will change. Be ready, you will experience your own AHA moments as you read the AHA messages™ in this book. They are designed to be stand-alone actionable messages that will help you think about a project you're working on, an event, a sales deal, a personal issue, etc., differently. As you read this book, please think about the following:

1. It should only take 15–20 minutes to read this book the first time out. When you're reading, write in the underlined area one to three action items that resonate with you.
2. Mark your calendar to re-read this book again in 30 days.
3. Repeat step #1 and mark one to three more AHA messages that resonate. They will most likely be different than the first time. BTW: this is also a great time to reflect on the AHA messages that resonated with you during your last reading.

After reading a THiNKaha book, marking your AHA messages, re-reading it, and marking more AHA messages, you'll begin to see how these books contextually apply to you. AHAtat/THiNKaha books advocate for continuous, lifelong learning. They will help you transform your AHAs into actionable items with tangible results until you no longer have to say AHA to these moments—they'll become part of your daily practice as you continue to grow and learn.

KEEP GROWING & KEEP GOING! - The Authors

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**Kimberly Wiefling**<sup>1</sup> has been consulting in Silicon Valley and globally for the past twenty years through Wiefling Consulting<sup>2</sup> and more recently with her team at Silicon Valley Alliances<sup>3</sup>. A scientist by education, Kimberly has an MS in physics and a BS in chemistry and physics. She worked in HP's analytical products group for nearly ten years, supporting complex systems involving hardware, software, high vacuum, high pressures, gases, liquids, and chemistry, called GCMS/LCMS (mass spectrometers). Her roles included customer service engineering, manufacturing engineering, R&D product development program management, and quality engineering. Kimberly earned her certificate in program and project management through UC Santa Cruz—Silicon Valley, where she then taught program and project management for six years. After more than 100 business trips to Japan and elsewhere in the past decade, she's delighted to now be working closer to home most of the time—driving to work instead of flying!

Kimberly is the executive editor of five books in her “Scrappy About” (<https://www.amazon.com/Kimberly-Wiefling/e/B002GWKPOG>) series and the author of “Scrappy Project Management”, as well as several THiNKaha books.



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<sup>3</sup><https://www.siliconvalleyalliances.com/>

This poem was written especially for this book by SV Consultants Poet Laureate Stewart Levine.

### **Integrity**

Congruent within congruent without  
Congruent presence toes to shout  
Congruent in gait and voice  
How it is never a choice

Not about image strategic vision  
Just how you live clarity precision  
End of day you finish labor  
Lie down rest with warmth to savor

You are who you are do what you say  
Your word a bond to honor each day  
Called upon you counsel the poor  
Nurture who walks through your door

Living from inside out  
Heart your guide no twist or shout  
Whatever your truth and belief  
Oath guides action brings relief

Not about mercenary ambition  
Focused dedication to your mission  
When nearing end look back reflect  
Lived your dream no need repent

## Introduction

Silicon Valley is recognized globally as a hotbed of innovation and entrepreneurship. It's the birthplace of world-famous companies like Apple, Google, and Facebook and home to some of the legends of NASA at the Ames Research Center.

A major contributor to the Silicon Valley phenomenon is our diversity. Half of us don't speak English at home. And our diversity goes far beyond ethnicity. A wide variety of perspectives, thinking styles, and work approaches also contribute to the magic of Silicon Valley, creating breakthroughs that have disrupted business models (AirBnB and Lyft) and even shifted our perception of the future of meat (the "Impossible Burger").

We're also one of the most educated regions in the US—nearly half of us graduated college, and about a fifth have earned graduate degrees. Businesses here are filled with smart, well-educated, experienced people. But like all organizations made up of human beings, we are subject to the same pitfalls that threaten companies everywhere.

Many businesses that were successful 100 years ago no longer exist. Trapped by their own success they gradually learned to reduce risk and avoid failure at all costs, and consequently squelched or killed innovation and creativity. This made them vulnerable to competition from new or more aggressive companies with less to lose. Are your greatest contributions and successes behind you or ahead of you? Even brilliant people can underperform—or fail—for entirely predictable (and avoidable!) reasons.

Similar hazards face successful executives, professionals, and leaders of every kind. One danger of success is the increased difficulty of recognizing and adjusting to shifts in the business environment. No one knows this better than the former leaders of Nokia and Kodak, two once-great brands that ignored the timeless wisdom that a peak always conceals a treacherous valley. It can be hard to see new possibilities that will allow future success, especially when it requires letting go of previously effective strategies that served you well. This is where the outside perspective of a consultant can be particularly useful and where this book may offer an alternative to that treacherous valley.

Organizations need support to turn their talented employees and potential into real teams with viable strategies that can produce excellent results—preferably by design, not merely by luck. In spite of the myth of the “lone genius,” breakthroughs in Silicon Valley emerge from teamwork. Very little happens without the support of others, whether team members, advisors, mentors, investors, coaches—or consultants.

This book is a peek into the world of Silicon Valley consultants. The diversity of this community makes their observations relevant globally. Whether you want to benefit from their experience or be a consultant yourself, you’ll discover valuable insights, practical approaches, and effective methodologies that can benefit you and your organization.

If you’d like to double your chances of success, increase revenues and profits, and fail—if you *do* fail—for new and more exciting reasons, you will benefit from the wisdom shared in this book. Mine these insights, garnered from hundreds of years of experience fighting the real-world dragons of organizational culture and corporate malaise. Apply them to optimize your results and accelerate growth. There are treasures here that can benefit every business, from one-person firms to global giants.

***“An open-minded and diverse population that readily shares information, encourages experimentation, accepts failure and dispenses with formality and hierarchy is what makes Silicon Valley the successful hub that it is.”***

**—Vivek Wadhwa**

## Section I

### Being a Consultant, Silicon Valley Style





## Chapter I

### The Dozen Heroic Secrets of Getting Consulting Clients

**Author: Russell L. Brand**

Russell Brand has founded three successful companies and advised and made angel investments in hundreds more. His current focus is on crafting investor and customer stories to enable early stage companies to have their offerings valued and appreciated.

Russell offers strategic advising to companies of all sizes and shapes. He has done noted work in open source adoption, artificial intelligence-aided software engineers, and computer security and has sold and been awarded six patents in the organization of computer storage. Several of his projects have individually resulted in tens to hundreds of millions of dollars in savings to US taxpayers. He has been active in several angel investment groups, including Keiretsu Forum and MIT Angels.

Russell received his masters from University of California, Berkeley, and his bachelor's degree from MIT, where he was a member of Tau Beta Pi and an officer of Eta Kappa Nu.

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## The Dozen Heroic Secrets of Getting Consulting Clients

### Introduction

It is hard to get customers and hard to keep them, much harder than it should be. There are a few small, simple, but vitally important secrets to getting customers for a consulting business. They are not taught, as far as I know, in any class nor have they ever been collected together in one place. These secrets are just as vital for salespeople, teachers, advocates, and leaders of all kinds as they are for consultants.

By way of an example, I will speak here of building a bridge over a raging river. It's easier to use a concrete (no pun intended) example than to draw on actual cases that would require a detailed explanation of the task.

### Secret 1: Start with the Problem

Do not say, "I build bridges." That is a solution. Start instead with the problem—the pain for which your solution is the painkiller—which is that people can't quickly, easily, and safely get to the places, people, organizations, and other resources on the other side of a raging river.

### Secret 2: You Are a Hero

When you build that metaphorical bridge, you are keeping people alive who would have wrongly thought they could just walk or swim across that raging river. They may never know that you and your "bridge" saved them.

That doesn't make you any less of a hero.

Children will get educations. Businesses will start and succeed. People will form friendships and romances, have children, and live happily ever after. Without your bridge, they would not have been able to do those things. They may never think about your bridge or about you, but you are a hero nonetheless.

No matter what happens with any particular project or bid, never forget that you are a hero. A hero who creates great value.

**Secret 3: The Problem Is Valuable**

The problem that your prospective client is working on is more important than most people realize—more important than even the prospect realizes. Our “bridge” client probably is thinking about the time saved and greater convenience of a potential solution. Maybe they are contemplating improved commerce. Perhaps it’s about access to schools.

They probably aren’t thinking about the children who won’t be orphans, the spouses who won’t be widowed, the otherwise lonely people who would never have found one another that are now families living happily ever after.

You deeply appreciate the value of their project. You see it. You see it more clearly than anyone ever has. And because of you, your client better appreciates the project’s value and their own potential to become a hero.

**Secret 4: Empathy Transforms You from a Hero into a Superhero**

Stan Lee, one of my personal heroes, always reminded us that what makes a superhero a superhero is not their superpower, but their super heart. Empathy is understanding your client’s situation and caring about their success—*this* is what can elevate you from being a hero to being a superhero!

Empathy enables us to ask better questions. It reduces the risk that you will solve the wrong problem or solve it in a totally unacceptable manner. Solving the wrong problem is surprisingly common.

Empathy will enable the prospective client to trust you. People generally don’t hire people they don’t trust.

**Secret 5: Superheroes Have Nothing to Prove**

Superheroes don’t need to use confusing jargon to show clients that they know things. Confusing the client and making them feel small won’t win you long-term, valuable, loyal clients. Your job is to remind your client of their competence, not to make them feel dumb. When you’re a superhero, your clients are brilliant, it’s easy to see this, and they want to work with you.

It's not helpful to tell your prospects that they have it all wrong and that you can do better. It is not that the selected siting of their "bridge" sucks or that you can pick a better spot. It's that another site may further their vision.

Each and every word you say is about how to make your client's vision stronger, more real, more high-potential, and most of all, more successful.

As one of the most popular US presidents, Ronald Reagan, once said, "There is no limit to the amount of good you can do if you don't care who gets the credit."

### **Secret 6: Superheroes Are Always Polite**

As a consultant, leader, or superhero, you are always being judged. Courtesy and respect matter. Your behavior matters not only to your clients but also to the receptionist at your client's office, to the service people when you are meeting at a hotel or restaurant, and to everyone you interact with.

Remember that service and support people do important work. It is not just that they make it possible for your work to get done, but they also directly touch the lives of many, many people. Their interactions can have a big impact on the quality of life for the entire ecosystem around them. Your courtesy, patience, and appreciation allow them to better perform this important work.

### **Secret 7: Even as a Superhero, You Are Not *the* Hero**

Your prospective client/customer is the Hero. Even if you are providing a complete solution that solves the entire problem, they are still *the* hero, not you and not your solution. What you provide is a tool, a prop, or an instrumentality that allows your client to achieve the solution, vanquish the evil, save the world (or at least the proverbial princess), and succeed.

Our collective memory from the beginning of time is filled with sages, mentors, and even fairy godmothers. They are not the heroes of the stories. They give the protagonist a wish, a map, or a magic sword—something that allows the hero-to-be to succeed and become the Hero.

Your client/customer becomes the Hero and gets the raise, promotion, or spotlight or appears on the cover of *Time* magazine because of you catalyzing and enabling their success. It is their story, not yours.

Each client is the Hero of their own story.

### **Secret 8: You Make Things Look Too Easy**

Because your heart is pure, your training is good, or your experience is on point, you can complete your part of the project faster and better than your client or their organization. That is why you were chosen.

You may well do in a day or week something that would have taken a large customer team a month or year to complete. But they may overlook that because after you finish your work, there is generally still much to do that will have to be done by others. It is easy for the client to forget the years you saved them and instead, remember only how much time you spent on the work. Your contributions can frequently appear trivial compared to the time and effort required for the remaining work, the work your client must now do.

Before you begin, restate your understanding of the scope of what they would like accomplished.

Ask the client what it would take to achieve this using only their internal resources.

Before you leave, ask the client what was accomplished. Ask the client how much time and effort would have been required for them to achieve this progress on their own. You have created value, and you should be recognized, appreciated, and paid on the basis of that value. You are a hero (though not *the* Hero).

### **Secret 9: The World Is Full of Flakes**

People don't keep commitments. Remind them before they are embarrassingly late, whether that is answering a question, providing a resource, or paying their bills. People don't finish things. Often a 90% completion is worth nothing, the proverbial "bridge to nowhere."

Your hard work, even if you have been paid well for it, will often amount to nothing because the client drops the ball. Make sure that this doesn't happen to your projects. Make sure that your contribution isn't lost. Regularly ask about progress.

### **Secret 11: Details Matter**

Attention to details matters. If your spelling, grammar, alignment, or arithmetic is wrong on your websites, handouts, or proposals, why should the client trust your work?

If you are late for a meeting, why should a client trust that your deliverables will be done on time?

Fortunately, since you are a superhero, you immediately noticed that the numbering of this section is wrong, and you were already considering how to send a private note to let us know. (You never would have considered embarrassing us with a public posting—that is more for supervillains!)

### **Secret 12: Even If You Are a Mere Mortal, Your Work Is Still Important**

Any job where you interact with other people is important work. No matter your job description or task goals, because you have a chance to interact with others, you have a chance to influence their lives. A kind word, an empathetic ear, or a compassionate act might not win you a contract, a raise, or a promotion. Avoiding losing your temper, or resisting the urge to feel smart at someone else's expense, might not even be necessary to avoid losing that contract, raise, or promotion. However, that doesn't reduce their importance.

Even if you don't want to be a *superhero* or even just a hero, you can still bring a *superheart* to everything you do.

### **Secret 13: Value-Creating Projects Tend to Be More Difficult Than They First Appear**

There will be setbacks, errors that take time to fix, and false starts.

The fact that something doesn't work the first time is no reason to quit. It's no reason to doubt yourself. It's not an indication that you're not a superhero.

Including extra time and resources in your plan to allow for surprises doesn't make you a coward. It makes you prudent—a prudent superhero your client can rely upon.

### **Conclusion**

- None of this is difficult.
- None of this is surprising.
- It's just small stuff that we don't normally think about.
- It's small stuff that no one teaches us.
- It's small stuff we get right from practice.
- It's small stuff that matters—small stuff with a big impact.

# 1

Showing appreciation is payment without cost.

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# 2

Explaining why something matters should precede understanding how it works.

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# 3

It's harder to be "better than nothing" than it sounds.  
Many products and services are not. Even some  
successful products fail this test.

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# 4

Almost everything of importance requires a team.  
Every team begins with one person who cares.

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# 5

The true value of good notes is most quickly realized  
by those who fail to take them.

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# 6

Kindness is never wasted.

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# 7

I am grateful to be able to awake asking, "How can I  
make the lives of those I care about more wonderful?"  
and have a chance to endeavor to do so.

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# 8

Never underestimate the joy that you bring to those around you when you allow them to help you.

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# 9

Crashing and burning later is almost always more expensive than taking a break now.

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# 10

All work is important work. Whatever the task description, we have the opportunity to practice kindness, compassion & simple courtesy. Alternatively, we can degrade our work into unimportant work. It truly is our choice.

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## Chapter 4

### 21st-Century Business Survival Requires Agile Everything!



**Author: Hong Nguyen-Phuong**

Hong Nguyen-Phuong challenges and inspires teams to fully engage, lead, and innovate. He co-founded Hotaru Media and is a member of Silicon Valley Alliances. Hong studied engineering at MIT, computer science at Boston University, and general management at Harvard Business School. He is committed to learning constantly in interactions with stakeholders and teams to bring innovation and value to market. His 2019 engagements brought to market a food logistics platform and a block-chained communications platform. Hong is certified in project management, Scrum, and scaled agile. Active in local communities, he is most proud of being awarded Individual Member of the Year by the Silicon Valley Central Chamber of Commerce.

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## 21st-Century Business Survival Requires Agile Everything!

We are one-fifth of the way into the 21st century, and businesses do not lack new markets to pursue nor flexible resources and technology to leverage. Opportunities are more plentiful than ever *if* you can master the art of being agile in this rapidly changing global business ecosystem. When Microsoft co-founder Bill Gates addressed Harvard students in 2018, he said that they were more fortunate to be a Harvard student than when he had started in 1973, because today, they can study exciting new innovations and solve big, complex problems. This is truly a time of global opportunity for anyone willing to seize the tremendous possibilities!

- While the populations of advanced countries are shifting toward elderly and retiring segments, global human population overall increases by over 80 million each year. Countries such as Nigeria, India, Mexico, and Brazil have younger populations, while the UK, Spain, Germany, and Japan are at the other end of the spectrum.
- Any company can now easily access fully functional offices on a month-to-month rental basis, including remote office space in major cities around the world. Co-working spaces are on the rise, and nearly 90% of people who took advantage of this option reported that they were happier after joining a coworking space (<http://ergonomictrends.com/coworking-space-statistics/>).
- Today, software permeates products and services in every industry sector. The open source software model is now in its third generation, leveraging entire communities of developers and their code worldwide. This makes it ever faster, easier, and less expensive for companies to experiment, develop, test, deploy, and market their software (<https://techcrunch.com/2019/01/12/how-open-source-software-took-over-the-world/>).
- For electronic hardware, the trend is toward increased outsourcing, from contract manufacturers to original design manufacturers. Besides operating factories with low-cost labor and transportation, the latter also create their own intellectual property and proactively pursue their own patents, benefitting both clients and buyers. Independent compliance testing labs cater to businesses of all sizes, helping them meet global industry and military standards.

With three billion smartphone users worldwide, connecting with consumers has become much more direct. Early pilot users can directly reach your technical experts. And after your product has scaled, they can just as easily reach your remote call center (<https://newzoo.com/insights/trend-reports/newzoo-global-mobile-market-report-2018-light-version/>).

Regarding customer support, blockchain and “crypto” businesses now practice open communication with dozens to hundreds of thousands on platforms like Telegram or WeChat.

For many companies vying for a global footprint, such developments will continue to exacerbate two profound and widespread changes in product development of the past decade: the dramatic shrinkage of product lifespan and the need for enterprise agility to address proliferating complexities. What kind of complexity? Complexity in deciding what to make and how to make it. Across industry sectors, 50 percent of company revenues annually are now derived from products launched within the past three years. Within technology industries, two-year product and service lifecycles have become the norm. Better coordination across the entire supply chain has become an essential requirement for success, along with accurate demand planning and forecasting.

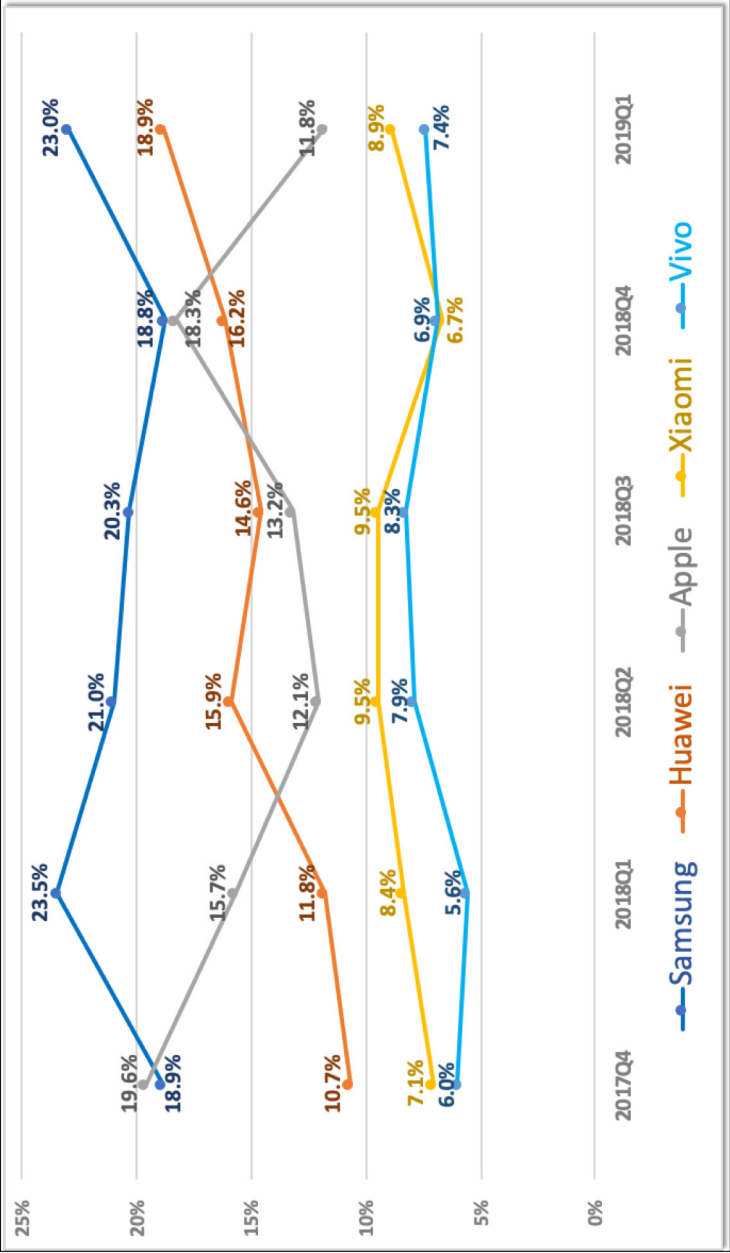
Companies that are unable to step up to sufficient levels of nimbleness risk launching goods and services shunned by users and quickly displaced by competitors. Witness the rapid demise of Nokia from a dominant position in its industry. In 2010, Nokia held a staggering 53% market share. Within five years, that dropped to nearly zero, while during this exact timeframe, Apple and Samsung grew to be wildly successful in the very same market space!

In a recent update about the mobile phone industry, market leaders Samsung and Apple faltered this past year while Huawei surged 50%, shipping 59 million units. Meanwhile Vivo grew 24% by selling low-end phones in India. In hindsight, Nokia’s demise was indeed needlessly premature.

The process of creating new products that were unimaginable not long ago involves specialists and cross-functional teams, as well as supply chain partners outside of



Worldwide Top Smartphone Companies Q12019 Unit Market Share



the organization. Excellence is measured by the launch of successful products and services that spark excitement with customers, employees, and investors. In order for employees to exercise the imagination required to generate this kind of innovation, they need to trust that executives are committed to long-term success. Individuals need to trust that their team members' commitment can be counted on—that they will deliver as promised and demonstrate that commitment and follow-through at every phase and with every iteration.

With the extreme demand of personal time that this environment requires, one commodity has become much more scarce: the selective attention of employees and consumers. To endure and thrive, leaders and companies must enthusiastically embrace agile values, agile principles, and an agile mindset, as well as agile practices. In the rush to “do agile” (meaning to implement the famous agile methodology that has become so popular) and reap the anticipated benefits, many obsess about less vital matters, such as instituting sprints, publishing a product backlog, or deciding between software tools such as Jira or Rally. What is far more fundamental and beneficial to success is that everyone understands and completely buys into agile values such as: transparency, inspection, adaptation, alignment, and built-in quality. (Raise your hand if you truly believe quality can be inspected-in!) In order to be truly agile, they must learn what experienced agile practitioners have time and again relied upon: enduring principles such as minimizing work-in-progress and decentralizing frequent and urgent decisions.

Agile means to be able to move quickly and easily. Agile teams find ways to remain fresh, inspired, and committed. Agile leaders know how to rally their teams in support of their organization's purpose, mission, and vision, as well as encouraging them to remain adaptable in the face of inevitable change. Agile *doesn't* mean a lack of long-term thinking or detailed planning. At Silicon Valley Alliances, we constantly remind our clients to clarify their Big Why and What and then let them figure out the Big How. Often, just a few minutes of planning can dramatically improve the chances of success and the quality of the final outcome. When planning is agile and adaptable, re-planning can be done just as swiftly, enabling a strong team to navigate even the most rapidly changing environment. That's agile. Agile teams use just enough planning to optimize results, then experiment, prototype, test, learn, and adapt. The recipe for survival for 21st-century businesses? Agile everything!

# 31

Traditional consumer markets are aging and shrinking, but elsewhere younger new markets are growing. Look and you will find!

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# 32

It is getting easier, cheaper, and faster to develop products and services with technology components. Businesses will scale faster too!

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# 33

Widespread global adoption of smartphones has made it easier to connect directly with consumers worldwide.

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# 34

One paradox for many global companies is that products are becoming more complex to develop but have a shorter lifespan.

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# 35

Even companies with staggering market dominance can irreversibly fall by the wayside in just a few years, while new players surge to the top.

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# 36

Teams fail without trust, and trust must be earned by everyone, every day, through repeated commitment, consistency, and follow-through.

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# 37

Everyone in the organization must understand and completely buy into the values of transparency, inspection, adaptation, alignment, and built-in quality.

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## 38

Certain principles for success are enduring, such as minimizing work-in-progress and decentralizing frequent and urgent decisions.

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## 39

Leaders must check in constantly with their teams so they remain strong, fresh, inspired, and committed to "success." The culture of continuous learning needs constant nurturing.

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# 40

One of the highest responsibilities of a leader is to rally their teams to support their organization's mission and vision. Communicate and clarify the Big WHY and WHAT, and then let them figure out the Big HOW.

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## Appendix

1. Check out these free 30 1-minute videos from Kimberly Wiefling on everything from why it's important to stay positive to how to work effectively with people around the world:  
<https://wiefling.com/resources-tools/1-minute-scrappy-wisdom-videos/>.
2. Enjoy these 36 articles and associated 5-minute videos from Kimberly Wiefling, previously published in Japan, for free here:  
<https://wiefling.com/resources-tools/ask-kimberly-videos-columns/>
3. Project Connections has published dozens of articles by Kimberly Wiefling related to project management, and they are available for free here:  
<https://projectconnections.com/articles/wiefling.html>

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## Poet Laureate Stewart Levine's Bio



Stewart Levine is the founder of ResolutionWorks. He is a “resolutionary,” counselor, mediator, facilitator, trainer, and author and is widely recognized for creating agreement and empowerment in the most challenging circumstances. He improves productivity while saving the enormous cost of conflict. His innovative work with “Agreements for Results” and his Resolutionary conversational models are unique. As a practicing lawyer, Stewart realized that fighting was an ineffective way of resolving problems. As a

marketing executive for AT&T, he saw that the reason collaborations fall apart is that people do not spend time at the beginning of a new working relationship to create clarity about what they want to accomplish together and how they will get there. This is true for employment relationships, joint ventures, and all members of any virtual team. His conversational models create Agreements for Results and a quick return to productivity when working relationships break down. His models for problem solving, collaboration, and conflict resolution are used in many Fortune 100 organizations and have been endorsed by countless thought leaders, including the House Judiciary Committee, 3M, American Express, Chevron, Con-Agra, EDS, General Motors, Harvard Law School, Oracle, Safeco, University of San Francisco, US Department of Agriculture, US Navy, and many others. Stewart teaches communication and conflict management skills for the American Management Association (AMA), CEO Space, and the International Partnering Institute. He is a lecturer at the University of California Berkeley Law School and in the MBA program at Dominican University of California. He was recently inducted into the College of Law Practice Management. Since his content is universal, Stewart speaks before many industry groups, government agencies, and non-profits in a variety of formats, from keynotes to multi-day experiential learning programs and leadership retreats.

## More About the Executive Editor

**Kimberly Wiefling** has been consulting in Silicon Valley and globally for the past 20 years through [Wiefling Consulting](https://wiefling.com/), and more recently with her team at [Silicon Valley Alliances](https://siliconvalleyalliances.com/). She's the executive editor of six books in her "[Scrappy Guides](https://www.amazon.com/Scrappy-Project-Management-Predictable-Avoidable/dp/1600050514/)" series, and the author of [Scrappy Project Management](https://www.amazon.com/Scrappy-Project-Management-Predictable-Avoidable/dp/1600050514/), as well as several ThinkAHA books, including [Inspired Organizational Cultures](https://www.amazon.com/Inspired-Organizational-Cultures-Discover-Engage-ebook/dp/B079ZY4BC/). A scientist by education, Kimberly has an MS. in physics and a BS. in chemistry and physics. She worked in HP's analytical products group for nearly a decade, supporting complex systems involving hardware, software, high vacuum, high pressures, gases, liquids, and chemistry called GCMS/LCMS (mass spectrometers). Her roles included on-site customer service/instrument repair, manufacturing engineering, R&D product development program management and quality engineering. She earned her certificate in program and project management through UC Santa Cruz—Silicon Valley where she then taught program and project leadership and management for six years. After more than 100 business trips to Japan and elsewhere globally in the past decade, she's delighted to be working closer to home most of the time—driving to work instead of flying! Kimberly strongly believes that companies doing business across borders and boundaries of every kind are a powerful force for peace in Our World. She is committed to supporting purpose-driven organizations in attracting high-quality investors and the best people through the competitive advantage of a healthy organizational culture. Her big dream is that, one day, both investments and workers will preferentially flow to these kinds of organizations instead of the soul-sucking variety, and the sick, twisted, dysfunctional organizations of Our World will wither and die for lack of financial resources and the talented people they've driven away to more life-affirming workplaces . . . for a better world.

<https://kimberlywiefling.com/>

<https://wiefling.com/>

<https://siliconvalleyalliances.com/>

<https://www.amazon.com/Kimberly-Wiefling/e/B002GWKPOG>

<https://www.amazon.com/Scrappy-Project-Management-Predictable-Avoidable/dp/1600050514/>

<https://www.amazon.com/Inspired-Organizational-Cultures-Discover-Engage-ebook/dp/B079ZY4BC/>



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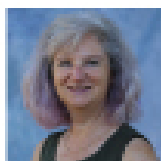
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