

Jochen Peter Breuer,  
Managing Partner he2be AG



# Develop your organization's mental strength

Make from organization's emotional balance  
an asset to the company

## Developing the mental strength of a company

### Mental pollution – a company's No.1 enemy

- **Companies are living organizations**, as they are directed and managed by human beings, at both individual and collective levels. Careerism, internal and external competition, hierarchical relationships, conflicts of interest, ambitious personal objectives and tight planning, often combined with private problems, generate stress and pressure.
- The consequence is a **proliferation of emotions**, which, upon becoming negative, turn into what we define as **"emotional viruses"**.
- **All human beings are sensitive to "emotional viruses"**, in particular when their "immune system" is weakened mentally. As viruses attack the human body, the "emotional viruses" assault the company's "body" and thereby its human structure.



**"Emotional viruses" assault  
the company's "body"**

- Thus, **a mental pollution is caused**, which paralyzes both individual and collective efficiency and **maliciously contaminates the company as a whole**. As a result, managers and their staff no longer use their intelligence to help promote the company but to protect themselves (“protective intelligence”). This behavior undermines the organizations’ talents, energy and resources at the expense of collective interaction (“collective intelligence”). In turn, the production of results linked to the objectives of the company finds itself taking a backseat.



**Mental pollution** paralyzes individual and collective efficiency

- **A high level sportsman, no matter how talented**, can only win if he/she is mentally strong. That’s why many top athletes are coached by mental trainers these days.
- **In the same way, a company**, no matter how technically state of the art, cannot hope to perform well on a permanent basis if the mental state of its managers and staff has been polluted by conflicts of interest and egocentric concerns.
- **Indeed, economic and sustainable developments are directly correlated** with the ability of executives to manage the emotional state of their organization, i.e. the ‘limbic system’ of the company.

**Therefore, executives should ask the following questions about the emotional and mental state of their company:**

- Which **negative beliefs** weaken our company?
- Which **internal sources of trouble** impede the performance and the potential of our organization?
- Which measures help us to relieve our organization from the **emotional pressure**?
- How do we **handle failures** and celebrate successes?

In order to be able to **solve emotional blockades** in their company, executives need to **structure the emotional reality** of their company with the help of specific tools and skills. The **perception gathering process** is one of these tools.

### **1st Step: Perception gathering to detect emotional viruses**

- **A perception is an individual feeling that becomes the truth from an emotional standpoint** (“emotional truth”). This is an undeniable fact. The he2be consultants collect a representative sample of these individual emotional truths (10% of the population) using a perception gathering. The aim is to understand and not to judge these perceptions in order to establish a credible platform for pursuing the related project.

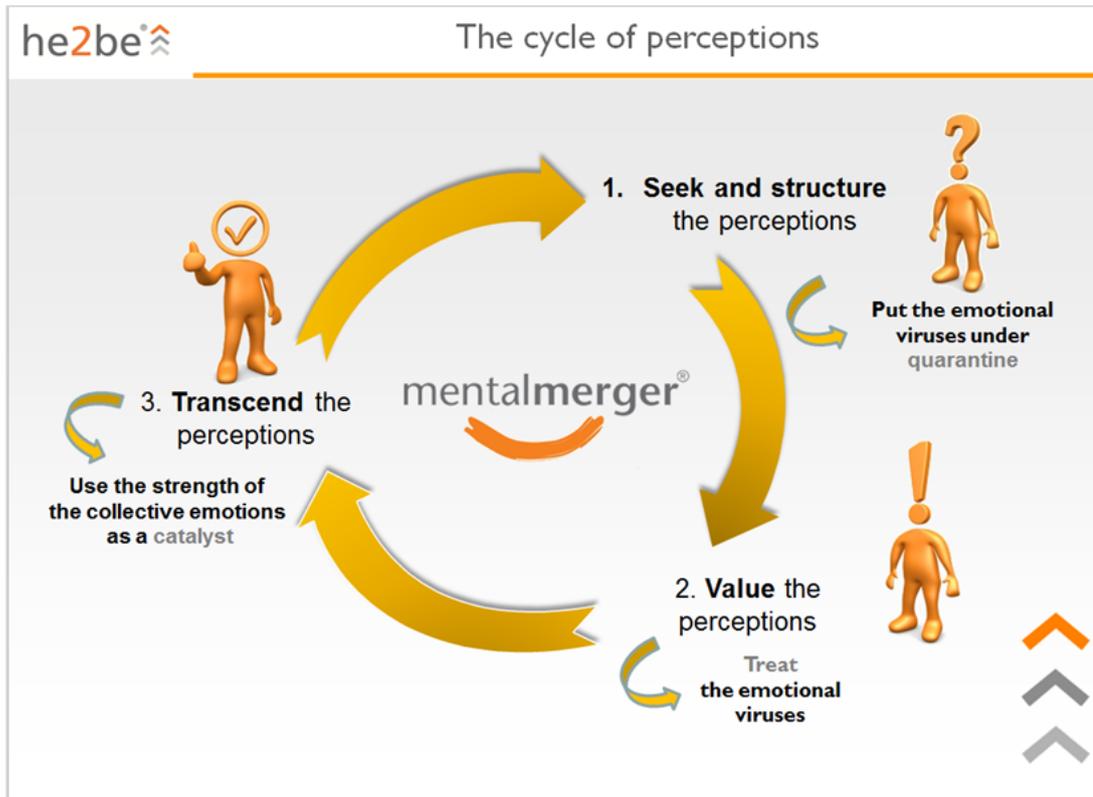


**Perception is an  
individual feeling**

- Based on this perception gathering, we bring the « **intangible reality** » of the **organization** to the surface: hopes, fears, company history and culture, management styles and resulting conflicts of interest.
- Workshop sessions based on our 'mentalmerger<sup>®</sup>' barometer with 8 to 15 relevant participants only take two hours. If necessary, these workshops can be organized across different divisions and company sites.
- **Subsequent individual interviews**, lasting about 45 minutes each, serve to deepen and to nuance the key-findings of the workshops and to get to know the key persons better.
- **The sum of perceptions**, both positive and negative, projects an image of the intangible reality and thereby of the degree of mental pollution in the organization.
- **For this reason, the perception gathering is the cornerstone of the mentalmerger<sup>®</sup> process<sup>1</sup>**. Claiming the perceptions forms the basis for solving emotional blockades, which encumber the organization.
- **The cycle of perceptions aims foremost at localizing emotional viruses and– if possible – at “quarantining” them.**

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<sup>1</sup> c.f. description of the mentalmerger<sup>®</sup> process at the end of the brochure.



The **professional handling** of dysfunctional perceptions **calms** the organization down and enables **change**.

## 2nd Step: Striking images aimed at visualizing the emotional viruses

- **The gathered information is reflected** in an internal analysis established by the he2be consultants. This analysis is structured into different types of «emotional viruses».
- **As in journalism** he2be will condense all the facts and information in a telling manner, reformulating the dominant perceptions into summarized sentences, or even better, represented in humorous expressions amplified by cartoons. The objective being to strike the general feeling and generate deep emotional reactions.



- **As the reflection of the emotional viruses is** a creative (re-)formulation process, it requires an in-depth research in image-banks, books and magazines to allow their pertinent visualization.
- **Based on the broad experience of he2be** in perception gathering, its consultants can today refer to a trilingual database of more than 100 viruses as well as an image-bank of over 10 000 photos and drawings.

In the following, four examples of visualized emotional viruses are described.

Here are two examples of typical emotional viruses:

### The « Friendly – Avoidance - Syndrome »



**It is a typical emotional virus resulting from power-related conflicts:**

If an organization is marked by strong mistrust between the departments A and B, then the atmosphere of joint meetings will be friendly on the surface, but all involved persons are constantly alert and don't tackle the critical issues.

Let the picture work on you for a while: even a hardliner will – probably only reluctantly – smile.

The main force of visualization is to “short” the critical, rational mind by transporting the message via a picture. The message reaches the brain initially via the limbic system and consequently triggers an emotion such as happiness or dismay.

## Second example of a typical emotional virus:

**« We're the best! »**

he2be<sup>®</sup> Typical emotional viruses



We are the champions!  
*So why should we change?*

**Another emotional virus is often experienced in reorganizations.**

This virus manifests itself by both parties putting all of their energy and talent downgrading the ideas and work styles of the “opposition”: sterile meetings, rude messages, « PowerPoint-parties » without any added value, etc.

In summary: laziness, injured pride, trench wars, superiority complexes, all with the intention of showing who's the best...

Other viruses are cultural, like the following example showing business transactions between France and Germany:

**« THE Germans – THE French »**

he2be<sup>®</sup> Cultural emotional viruses



**THE French vs. THE German**  
*“aesthetic fuzziness” vs. “structure-mania”*

↑  
↑  
↑

**This virus represents a typical French-German conflict.**  
The potential nuisance of this virus can be exacerbated if the company culture is nerved by a typically national behavior:

- The 2nd degree communication style of the French is interpreted by the Germans as a lack of clarity and decisiveness and causes them a problem. As a result, the Germans increase their level of rigidity and become even stricter in expecting commitments from the French.
- The explicit and direct communication style and excessive planning habit of the Germans gets to the French and will often push them to oppose them: they play tricks and work around any commitment.

This virus can be found elsewhere, to a lesser extent, between the French and German speaking Swiss regions.

An example of how a specific virus is visualized:

**« The steamroller »**

he2be<sup>®</sup> Specific emotional viruses



“The steamroller”

↑  
↑  
↑

**This virus typically appears in companies that have just been bought.**

This visual comes from an integration project of a Swiss company into a German one. This emotional virus is activated by the perception of the Swiss company that they are being ‘swallowed whole’ by the German buyer.

This image, coupled with the message « steamroller », really made an impression on the German management. Since then they have been more discrete about the takeover and show that they value the competences of the Swiss company.

- These are just a few examples taken from **more than 100 viruses** that we have consistently identified over the past years.
- It turns out that **even difficult taboo subjects can be expressed** thanks to a striking phrase coupled with a hard-hitting visual, like for example a conflict of interest in Executive Committees.
- **When it comes to tackling difficult issues, the formula of success consists of:**
  - A lot of empathy
  - A pinch of imagination
  - Excellent synthesis skills
  - Lots of experience
  - A touch of impertinence



Obtaining the « **permission** » from the participants to play the game - Jochen Peter Breuer during a **perception gathering** with international managers.

### 3rd Step: The treatment of emotional viruses:

- The most fascinating aspect of this method is that **the treatment has already started with the perception gathering process**. The relevant participants as well as the other staff members are surprised at how taboo subjects and underlying problems can be expressed and worked on in such an open, straight forward and simple manner. During this process, the intangible reality surfaces starting to become tangible.
- **The staff members are intrigued and grateful.** However, they are obsessed with one question: *“What are you going to do with all this information?”* In order to achieve the full benefit of this process we insist that the management commits to restitute the gathered perceptions across the organization.
- **Restitution methodology:** an emotional virus loses its power by becoming tangible reality through the process of being expressed. To achieve this objective, the he2be consultants build a restitution process based on the following four key-pillars:

**The he2be consultants must abide by the four following essential rules during a restitution process:**

1. **Impartiality:** they must imperatively be seen as impartial mediators.
2. **Safety:** they must create a trustful environment, allowing the people concerned to feel safe.
3. **Empathy:** they must explain their findings with sincerity, as well as with respect, such that nobody loses face.
4. **Modesty:** they must be aware that they don't possess the 'truth' as this restitution is also partially their interpretation, based on their experience, which may need to be reviewed/confirmed.

- **The moment of truth for the team of consultants** is the presentation of the viruses during the restitution phase. It generally starts with the Management Board and/or the key players, which is to say about 6 to 15 participants. If the situation is particularly 'delicate', then this group session is preceded by individual sessions.

- **The presentation of the viruses is followed by a ranking** of importance as felt by the participants. Subsequently group workshops are established with a view to developing « anti-viruses ». Each emotional virus will need to be addressed by a corresponding anti-virus.



The **ranking** of the emotional viruses

- The anti-virus workshops will serve as the buy-in mechanism for the viruses to become accessible and understandable across the company. Other virus and anti-virus presentations will be cascaded throughout the organization in conjunction with the company key-players themselves and the consultants.



Working on the **anti-viruses**

These sessions will also serve to decide the course of action, aimed at starting the mentalmerger<sup>®</sup> module of “mental depollution”.

- In principle, **there are numerous types of « treatments » possible**: coaching the key players, question-and-answer sessions with the top management, themed workshops combined with team building exercises, open space workshops, tandem building, and so forth.
- **It is fundamentally important that the process be accompanied** by an internal team from the company. This team is named the **M<sup>3</sup>** (= mentalmerger<sup>®</sup>-management) committee
- **Since the start of the 90s**, we have had a wide variety of consulting experiences in many different international companies undergoing mergers, acquisitions and reorganizations. With each project, we have been very surprised to realize how many deep and meaningful changes can take place by using the metaphor of « emotional viruses ».
- **Our vision** is to **aid every company** experiencing changes in organization to address the mental pollution by using a rapid and financially accessible diagnostic.
- he2be's consultants will identify **the emotional viruses** and subsequently **support the organization to address them** in tight co-operation with the management.
- This can be considered as **first step in developing the mental strength** of a company.

he2be® Steps of the perception gathering process mentalmerger®

Introduction & presentation

mentalmerger® barometer & group work

Structuring & finding headlines

Results of the perception gathering process

Confidential individual interviews

he2be® Feedback groups: the restitution of perceptions mentalmerger®

## he2be: Human Esteem to Business Enhancement

- Our company name he2be reflects our fundamental credo: „**Human esteem leads to business enhancement**“.
- **The he2be SA with its head office in Lausanne / St. Sulpice (Switzerland)** was founded in 2008 by Jochen Peter Breuer along with Jean-Antoine de Mandato.
- **He2be aims at applying the experience and the tools**, which have been made in international integration processes, more generally to situations of PMI, to crises and to processes of change.
- All the he2be consultants **are internationally experienced, professional organization coaches** and are specialized in carefully solving emotional blockades in sensible business processes.
- Contact us to arrange a **personal meeting** with one of our consultants in your proximity. We are glad to visit you personally and to talk about an **individual solution** for you. Get in touch with us – we are happy to help you!
- Therefore we believe that: **business is human.** 

## We support you in developing the mental strength of your company:



Jochen Peter Breuer  
Managing Director  
he2be Lausanne

### Professional experience:

- » Credit specialist, balance sheet analysis
- » Founder of JPB Consulting (Paris), a leading consulting company for French-German management
- » Founder of he2be SA, Lausanne
- » Mentoring of more than 25.000 international managers and engineers during mergers, joint-ventures and change-projects

### Languages:

- » German, French, English

### Specialties:

- » Resolution of emotional blockades in international companies & management of emotions in business
- » Crisis management

### Fields of activity:

- » International projects based on the mentalmerger<sup>®</sup> process
- » PMI processes
- » Perception gathering
- » Value management
- » Intercultural communication
- » Executive coaching

### Publishing:

- » Das emotionale Unternehmen (2010) (« The emotional company»);
- » Deutsch-französische Geschäftsbeziehungen erfolgreich gestalten (2001) (« Build successful French-German Business relationships »)



Jean-Antoine de Mandato  
Partner  
he2be Lausanne

**Professional experience:**

- » HR-Manager at Nestlé (Switzerland, London, Milan, Caracas)
- » HR director at Philip Morris International (Lausanne)
- » HR director at Rolex (Geneva)
- » Partner of he2be AG

**Languages:**

- » French, English, Spanish, Italian

**Specialties:**

- » Definition and implementation of international human resources processes
- » Career transition coaching

**Fields of activity:**

- » Implementation of international HR projects based on the mentalmerger<sup>®</sup> process
- » Intercultural management
- » Executive coaching

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Pierre Frot  
Senior Consultant  
he2be Munich

**Professional experience:**

- » IT specialist at Capgemini
- » Consultant at Boston Consulting Group (Paris, Munich)
- » Managing director at CSC Index Germany

**Languages:**

- » French, German, English

**Specialties:**

- » Innovative redesign of business models
- » Redefinition of processes

**Fields of activity:**

- » International projects based on the mentalmerger<sup>®</sup> process
- » Merger management
- » Conflict management
- » Moderation of large groups
- » Intercultural management
- » Establishment of organizations
- » Executive coaching

**Publishing:**

- » Co-Author: Das emotionale Unternehmen (2010) („The emotional company“);

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Susanne de Broglie  
Senior Consultant  
he2be Paris

**Professional experience:**

- » Management Consultant at McKinsey & Co. (Munich)
- » Executive top-management for the French conglomerate Chargeurs SA in several industries: Vice President for general management, global sales and marketing; Sales and marketing director of the tourism division (Paris)
- » Founder & CEO of a service sector start-up (Paris)
- » Experience in operative management and negotiations in USA, England, Germany, France (among others),
- » Professor at HEC (top French business school in Paris)

**Languages:**

- » German, French, English
- »

**Specialties:**

- » Contract negotiation and conflict resolution, especially in French, German and American contexts

**Fields of activity:**

- » (Intercultural) executive & team-coaching and project management
- » Improving cooperation in multicultural teams
- » Conflict management, crisis management and change management
- » Supporting the implementation of consultant's recommendations

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Francine Breuer  
Senior Consultant  
he2be Lausanne

**Professional experience:**

- » Handling responsible at AVIALAIR, a company specialized business aviation
- » Senior Consultant at JPB Consulting (Paris)
- » Co-founder of „Stretching Postural®“, a physical work technique for body consciousness
- » Founder and management of the seminary center La Feuilleraie (Paris – France)

**Languages:**

- » French, German, English, Spanish

**Specialties:**

- » Executive coaching with horses based on the Equites® method: The relationship between humans and horses is used to develop emotional intelligence, posture and authentic leadership and partnership characteristics
- » Anti-Stress-Management

**Fields of activity:**

- » Non-verbal communication
- » Body-work courses based on the " Stretching Postural®" working technique
- » Intercultural communication
- » Individual coaching

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Vaya Wieser-Weber  
Senior Consultant  
he2be Autriche - Kitzbühel

**Professional experience:**

- » Training manager, Marriott International
- » Senior consultant/ Trainer HMP (Hartmann Müller Partner Netherlands)
- » Director of Learning & Development, Performance Solutions

**Languages:**

- » German, English

**Specialties:**

- » Inspiring people with empathy and humor
- » Stimulating people to reflect their own behavior and personalities and to change their perspectives

**Fields of activity:**

- » Transformation of corporate cultures
- » Training and coaching for managers
- » Creation and development of corporate academies
- » Design of employee branding seminars
- » Train the trainers

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Dorothee Oetzmann  
Senior Consultant  
he2be Hannover

**Professional experience:**

- » Senior Consultant in two internationally working consulting companies (4 years)
- » Founder and managing partner of a holding of three subsidiaries with more than 60 employees (22 years)

- » Coach and consultant in the field of change management (25 years)
- » Establishment and management of a private academy and a study center for executives

**Languages:**

- » German, English

**Specialties:**

- » Initiating conflict-resolving processes and mediation during company succession regulations, transfer and mergers
- » Group moderation

**Fields of activity:**

- » Systemic consulting
- » Organizational constellations
- » Conflict solution in change management contexts
- » Executive coaching and trainings
- » Analyses of company potentials
- » Individual and team coaching

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Dieter Papke  
Senior Consultant  
he2be Francfort

**Professional experience:**

- » Independent organization consultant for SMEs in the USA and in Germany (8 years)
- » Senior consultant and team leader in the development of Fraport company at the Frankfurt airport (7 years)
- » Independent advisor in systemic organization consulting for multinational companies (8 years)

**Languages:**

- » English and German (bicultural)

**Specialties:**

- » Encouraging positive forces within groups
- » Guiding personality development
- » Inspiring resource instead of deficit orientation

**Fields of activity:**

- » Change management in international contexts
- » Development of visions, strategies and teams
- » Conception and moderation of large group events
- » Planning and realization of executive trainings

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Olivier Caron-Mason  
Senior Consultant  
he2be Paris

**Professional experience:**

- » Product Development Manager (Travel) - USA
- » Director of Transport of the cruise line company Croisières Paquet (France)
- » VP & Co Founder Cruise Tour Operator (France)
- » MD Travel Conglomerate (France)
- » International cruise line business consultant

**Languages:**

- » French, English, German

**Specialties:**

- » Worldwide multi-cultural logistics & operations management
- » Crisis Management & conflict resolution
- » Personal development & coaching

**Fields of activity:**

- » Cruise lines, airlines, tourism industry

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## The mentalmerger<sup>®</sup> process

- The experiences we made within more than 30 years while working as operational responsables and consultants with over 25,000 international managers and engineers proved that process-oriented measures are only little or partially successful in crisis situations and change processes.
- The he2be consultants appear complementary as mediators in intimate business processes and work systematically on the basis of the established mentalmerger<sup>®</sup> process.
- The mentalmerger<sup>®</sup> process is based on three Interdependent phases, which take account of the perception cycle (c.f. page 6):



- The term „mentalmerger“ implies that all involved persons have to „**merge mentally**“ before they can collaborate constructively.
- However, this doesn't mean that all participants are brought into line, but rather that they are able to **look into the same direction**.
- He2be offers the mentalmerger<sup>®</sup> process on the three levels of organizations, teams and key players:



Solve emotional blockades with the mentalmerger<sup>®</sup> process



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**Organizational Coaching**

- » **Merger processes:** Ease tensions – Accelerate merging
- » **Change management:** Reduce friction losses – Get faster results
- » **Crisis management:** Extinguish fire sources – Clear up history – Make way for a purified collaboration
- » **Value and behavior codes:** Define values – Create acceptance – Work meaningfully

CORPORATE



**Team coaching**

- » **Project management:** Address conflicts of interests – Define common goals
- » **Transcultural teams:** Clear up misunderstanding – Make use of complementarity
- » **Remote management:** Reduce distance – Create common identity

TEAM



**Individual & Tandem Coaching**

- » **Key players:** Reduce pressure – Define goals – Train awareness
- » **Tandem Coaching:** Treat relationship crises – Find ways of working together

INDIVIDUAL



- The aim of the mentalmerger<sup>®</sup> process is to **create an entourage** that is also **perceived positively** in times of constant change and to **stay economically strong**.

Entrust your organization to us, just like Air Liquide, B. Braun, EADS, eon, Chanel, Lurgi, Merck, Siemens, Otto, Thales and many others did!

## he2be recommendation

The 2<sup>nd</sup> edition of the book written by  
Jochen Peter Breuer and Pierre Frot:

### **Das emotionale Unternehmen**

*Mental starke Organisationen entwickeln -  
Emotionale Viren aufspüren und behandeln*

(in German)

Information and order<sup>2</sup>:

<http://emotionales-unternehmen.de>



<sup>2</sup> The illustrated cover can only be obtained directly from the authors. It is sent to all book buyers free of charge. Simply send an email with the headword "cover" to [info@he2be.ch](mailto:info@he2be.ch).

If we use our **protective** intelligence,  
we **discourage** one another.



If we use our **collective** intelligence,  
we **encourage** one another.



Jochen Peter Breuer



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