

## **GENERAL SERVICES ADMINISTRATION**

### **Federal Acquisition Service** *Authorized Federal Supply Schedule Price List*

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#### **Schedule for - Mission Oriented Business Integrated Services (MOBIS)**

**Federal Supply Group:** 874      **Class:** R499

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**Contractor:** **DIALOGOS INTERNATIONAL, LLC**  
43 Thorndike St Suite 205  
Cambridge, MA 02141 1762

**Business Size:** Small Business

**Contract Number:** GS-10F-085AA  
**Initial Contract Period:** 29 January 2013 through 28 January 2018

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### **CUSTOMER INFORMATION**

Dialogos is a management consulting and leadership development firm with offices in Cambridge, Massachusetts, and London, UK. For more than two decades, we have developed and refined precise tools and practices to help organizations initiate and manage transformational change processes that produce sustainable results. Our clients are influential organizations focused on serving major markets and addressing critical problems that impact our world and our future.

We offer three core areas of consulting, facilitation and leadership development services:

- Transforming organizations and complex systems
- Cultivating leadership capacity, individually and collectively
- Coaching individuals and teams at all organizational levels

## Transforming Organizations

Navigating uncertainty and providing true leadership requires organizations that do not merely repeat well-worn (if once successful) habits, but have the ability and agreement to move in new directions. However, despite even the most sincere efforts to change, new thinking and innovation are frequently lost through bureaucratic complexity and limited imagination. Our expertise enables leaders to deliver superior results for their organizations through the following means:

- Managing transformative change processes from idea to inception to completion
- Catalyzing and coordinating innovation across functional and disciplinary boundaries
- Aligning and inspiring managers and leaders to accurately and intensively fulfill their mission
- Convening and facilitating multiple stakeholder dialogues that build powerful coalitions
- Clarifying and implementing strategic planning processes

*For more about our Consulting approach in action, see section **874-1: Integrated Consulting Services** below for a full description and pricing.*

## Cultivating Leadership Capacity

The age of the hero leader is gone. The new leadership model is based on the capacity to stimulate creative thinking and resilient action in organizations—a stance that enables people to contribute their finest. Our developmental curriculum grows leaders' capacity to create, innovate, and produce beneficial and compelling changes in practice and culture. We offer short- and long-term programs that help leaders achieve their highest aspirations as individuals and team players, building lasting personal and organizational legacies. We develop leadership capacity through the following means:

- Conducting trainings ranging from small-scale retreats and workshops to large-scale (100k+ employee) leadership and skill-building trainings
- Developing “offline” learning labs and simulations in which pilot programs new ideas and prototypes can be tested live in a respectful environment that provides critical and immediate feedback
- Teaching the art and practice of dialogic leadership in high-stakes situations
- Equipping leaders to design, initiate, and facilitate large-systems change
- Supporting leaders individually and collectively to engage intelligently in reflection, exploration and regeneration

*For more about how we cultivate Leadership Capacity, see section **874-4: Training Services: Instructor-Led Training, Web-Based Training and Educational Courses, Course Development and Test Administration, Learning Management, Internships** below for a full description and pricing.*

## Coaching

We coach and mentor professional and executive-level clients—both at the individual and team level—in organizations all over the world to unleash their deep wellspring of power and capability. Often conducted in the context of consulting engagements, our Holographic Coaching model focuses on a person's ability to produce sustained, creative results, and on uncovering and transforming limits to creative expression. Our approach has been developed, tested, and refined for over two decades with thousands of leaders. We transform leadership through the following means:



- Developing personalized and concrete development plans in collaboration with clients, either at the individual or team level
- Creating practice and reflection opportunities to develop and reinforce new skills, and to see current behavior and impact on others and situations
- Teaching the client how to seek and implement feedback that is both appropriate and productive
- Accessing expert resources and counsel for technical problems, and providing support and mentoring through personal leadership transformation or crisis

*For more about our Coaching approach, see section **874-1: Integrated Consulting Services** below for a full description and pricing.*

### Tools & Resources

In addition to these services, we offer collaborative tools, services and other resources that fuel creative capacity, facilitate genuine dialogue and further the work of transformative change. Our proprietary Organizational X-Ray process, for example, combines system dynamics, cultural analysis and deep insight to produce useful intelligence about the core drivers under the surface of organizations, alliances, even regional contexts.

### **874-1: Integrated Consulting Services**

Dialogos's specialty is the delivery of purpose-driven value creation and creating cultures of innovation and breakthrough delivery. We have a special focus on and have developed understanding of what it takes to create transformation in public sector contexts where public value creation, collaborative engagement and disciplined cross-organizational delivery are essential. Because senior-level experience is necessary to bring about the high-quality results Dialogos is known for, we deliberately invert the traditional model of a few senior people and many junior ones. Our extended network includes Senior Scientists and Academics, current and former CEOs and Presidents, and Community Leaders from around the world who teach and advise our clients, provide mentoring and coaching and consult on projects.

We work with a broad spectrum of constituents in organizations, including senior management, line leadership, first-level/union leaders, and other critical actors. We have worked in multinational and multilateral organizations (profit and non-profit) as well as local and regional organizations.

Dialogos consistently performs well in providing these services for two key reasons: First, the challenge that many organizations face requires collective leadership; we have repeatedly proven that a concerted, collaborative effort is the only kind that can be successful in diverse and fragmented organizations. Second, our approach integrates an understanding of system design; that is, we distinguish between the results an organization produces and the activities that produce those results.

Dialogos's primary staff consists of 20 practitioners who lead our work. Additionally, we have access to experts and analysts drawn from extensive collaboration, particularly in the fields of strategic change, organizational learning and systems analysis. Dialogos can conduct programs in German, Dutch, and Spanish, in addition to English.

Dialogos specializes in organizational leadership breakthrough and creative environments for

transformation and innovation. We focus on assisting in the creation of transformational change and the creation of public value through disciplined delivery in these specific domains:

**Products we offer:**

1. **Senior team alignment and transformation** -- moving senior executive groups towards the experience and performance of high-level teams.
2. **Project team collaborative innovation and coordination** --"silo solvent" workshops, consulting and tools to shift teams to focused, coordinated and innovative delivery. Ideal for complex projects seeking to deliver breakthrough results with many players and team members.
3. **Operational team excellence and delivery** -- focusing on four critical domains: quality of dialogue, level of strategic alignment, integrated capacity, and execution capacity.
4. **Alliance and partnership repair and breakthrough** -- assist position-oriented players to deliver true partnership and unexpected results.
5. **Coalition building for innovative action** -- including Public Private Dialogue, multiparty stakeholder dialogue, each moving from compromise to breakthrough.
6. **Cultural diagnosis and transformation** -- determining deep causes of cultural misalignment and shifting skill sets and practices to produce sustained change.
7. **Breakthrough purpose development** -- identifying and aligning around clear intention and purpose.
8. **Cross-system collaboration and alignment** -- catalyzing multiple departments, agencies, or organizations in collaborative and breakthrough function.
9. **Cross value chain innovation and alignment** -- building healthy and productive collaborative function across key stakeholders and players in a value chain; tools and processes for diagnosis and continuous improvement.
10. **Breakthrough strategy development** -- listening to customers and mobilizing shared value creation among key stakeholders through shared strategic insight development.

**HOW we do each is focused on these things:**

- co creative -- building on the inherent wisdom and capability inherent in the system
- systemic -- looking at how the parts interact to produce synergy
- purpose driven -- looking to find action from clear purpose, not fear
- breakthrough oriented -- playing to win rather than playing *not to lose*

**What we produce:**

<b>Before</b>	<b>After</b>
Teams work in silos	<b>Teams collaborate effectively on shared objectives</b>
People make limited contributions, "not my role"	<b>People become more engaged, and fully invested in shared decisions</b>
Decision-making based on skewed perceptions	<b>Decisions based on true understanding of the problem and underlying challenges</b>
People rush to quick answers	<b>People take time to think; arrive at thoughtful, inspired and strategic solutions</b>
People censor themselves and suppress differences	<b>People learn to differ skillfully and productively</b>
Short-term fixes driven from fear of failure	<b>Sustainable solutions guided by a shared commitment to long-term success</b>
Groups compete, work in opposition	<b>Groups focused on core competencies, and work</b>

Systems delivering unintended results	<b>together for shared success</b>
Organization has run out of ideas but “something needs to change”	<b>Systems optimized to deliver powerful results</b>
Leaders keep personal selves separate from their professional roles	<b>Leaders become empowered to inspire their teams, and transform the organization from within</b>
	<b>Leaders take a more open, holistic stance, and think and act with courage</b>

**Labor Category Descriptions: Integrated Consulting Services**

**NOTE: Because much Dialogos facilitation work takes place in the context of a larger intervention (SIN 874-1), there is an overlap of positions that occurs between Consultant and Facilitator tasks.**

**PRINCIPAL**

**Description:** One of the leading world authorities on dialogue and change management, the Dialogos Principal, Dr. William Isaacs, is a trusted advisor and consultant to CEO’s, national leaders, Agency leaders and F500 executives. Senior lecturer at one of the world’s top management schools, Dr. Isaacs is author of numerous works that have shaped the science and art of dialogue and leadership. Widely considered one of the most influential living pioneer in the subject domain, the Dialogos Principal develops and structures strategies, direction and business processes directly with the most senior members of the client organization. Dr. Isaacs also guides the senior client teams to achieve the agreed-upon value strategies and objectives, and defining, with the client, tailored solutions that include but are not limited to strategic direction, leadership development, and management and organizational / business improvement services.

**Experience and Education:** Ph.D. and 25 years’ experience

**PRINCIPAL-FACILITATOR**

**Description:** Dr. Isaacs designs and structures the overall approach to Dialogos’ most complex facilitation engagements, including multinational events and high-stakes, high-impact national and international forums. Our Principal-Facilitator has created, developed and introduced the field of dialogue into the corporate setting, over the past two decades, overseeing the training of hundreds of practitioners—many who have gone on to become senior industry leaders. Dr. Isaacs addresses facilitative challenges directly with the most senior members of the client organization or nation, and collaborates with the client senior leadership to determine what kind of approach would be most effective. This work includes designing and facilitating summits (from local to multinational), designing and conducting senior leader client retreats and forums at the highest levels of the client organization or nation, particularly in politically or economically sensitive climates.

**Experience and Education:** Ph.D. and 25 years’ experience

**PROJECT LEADER**

**Description:** Dr. Peri Chickering, Mr. Skip Griffin and Mr. Cees Kramer, our Project Leaders, bring a combined 94 years of project leadership experience to Dialogos. All have been instrumental in developing the Dialogos proprietary technology and delivering project management skills directly into the most senior planning and oversight functions of our

interventions. Specializing in large-organization, complex change processes, Dialogos Project Leaders provide vision, leadership and oversight to client / Dialogos collaborative project teams and manage the contractual and organizational relationship. These Senior Executives are internationally recognized for their ability to successfully lead projects, maintaining a productive and effective client relationship with the most senior levels of the client organization. Our Project Leaders coordinate efforts with client leadership related to all requirements necessary to ensure client needs are met in a professional and timely fashion. These executives have full authority within the company to resolve issues and concerns as they arise.

**Experience and Education:** Master's degree minimum (PhD preferred), plus additional 15 years' experience

### **PROJECT LEAD-FACILITATOR**

**Description:** Dr. Chickering, Mr. Griffin and Mr. Kramer lead our Facilitation Services as Project Leads. Master facilitators and process experts, they are the overseeing managers of Dialogos' facilitative interventions, and for our clients they are the most visible interface between project management requirements and our facilitation services. Each carries responsibility for providing vision, leadership and oversight to our facilitation teams and client collaborators, and are also called on to personally facilitate our most complex facilitated projects and groups. As part of the Dialogos approach, these executives have distinguished themselves as industry leaders within their management disciplines, served as Senior Consultants and worked closely with Dr. Isaacs before representing Dialogos at this level. Our Project Lead-Facilitators have full authority to commit company resources and personnel to help the client access and manifest new possibilities, and to negotiate project changes directly with the client leadership.

**Experience and Education:** Master's degree minimum (PhD preferred) and 15 years' experience

### **SENIOR CONSULTANT**

**Description:** Senior-level expert who possesses demonstrated knowledge, extensive experience in developing solutions, recommendations, and/or outcomes across multiple complex tasks in multiple organizations. Working with the client's senior-level executives in conjunction with the Dialogos Principal, the Senior Consultant designs and implements custom solutions for the client organization's challenges. He or she defines the overall project objectives and strategic direction for assigned projects and tasks, and is ultimately responsible for helping the client translate vision into actionable goals. The Senior Consultant guides project teams and serves as a key contact among multiple teams to achieve objectives of complex projects.

**Experience and Education:** Master's Degree and 10 years' experience

### **SENIOR FACILITATOR**

**Description:** Expert senior facilitator who possesses demonstrated skill and ability in facilitating complex, difficult and (at times) contentious interactions. The lead facilitator achieves results that meet the client's objectives by applying Dialogos's unique approaches for facilitation and interaction. As lead facilitator s/he is responsible for determining the client's needs and objectives, reporting out meeting outcomes as required and completing follow-up actions as necessary. Independent work and supervision of facilitators and



support staff are expected of the lead. The Senior Facilitator is also capable of designing and implementing a wide variety of hands-on facilitation trainings and mentoring other advanced facilitators at the client organization.

**Experience and Education:** Master's degree and 10 years' facilitation experience, including a time of apprenticeship or supervision with the Principal

#### CONSULTANT

**Description:** Expert who possesses knowledge and experience in the development and application of solutions, recommendations, and/or outcomes across complex tasks in multiple organizations. The Consultant, frequently working independently, is able to define project objectives and strategic direction for assigned projects and tasks, within the vision and direction set out by the Senior Consultant and Principal. The Consultant implements the agreed-upon strategies and programs within the client organization that will best move the project forward toward agreed-upon goals and outcomes. Consultants bring to Dialogos several years' expertise in an area important to maintaining the company's strategic advantage.

**Experience and Education:** Master's degree and 5 years' experience

#### FACILITATOR

**Description:** Experienced group-skills guide who possesses demonstrated skill and ability in facilitating complex interactions. This professional conducts dialogues, planning sessions and strategic direction-setting meetings, employing Dialogos's methods for facilitation. Maintaining meeting records, writing reports and capturing planning and flip chart notes are frequently also the responsibility of the incumbent. The facilitator is well qualified to work with groups of up to 40, depending on the design, but generally works in partnership with a Senior facilitator and

**Experience and Education:** Master's degree and 5 years' experience and facilitation training, both independently and within Dialogos's internal training program

#### ASSOCIATE CONSULTANT

**Description:** Experienced professional with analytical capabilities and subject matter knowledge that has demonstrated skill and abilities in their application across complex tasks and projects. He or she supports the Consultants and client project teams on-site by providing knowledge capture, interviewing and mapping, design assistance and other functions. The Associate Consultant, while bringing field expertise to interventions, normally receives guidance from more senior staff and rarely works independently.

**Experience and Education:** Master's degree and 3 years' experience

#### ANALYST

**Description:** Possesses knowledge, skill, ability and experience applying analytical methodologies and principles to address client's needs. Follows the lead of Senior Consultants and / or Consultants to collect and analyze data in order to meet project goals. Analysis functions such as modeling, data collection and development of performance measures are common activities, in addition to assistance with mapping processes. May conduct studies and surveys to obtain data and analyze data to advise on or recommend solution. Normally works at the direction and under the supervision of more senior staff.

**Experience and Education:** Master's degree and 3 years' experience.

**874-1: Integrated Consulting Services Approved Price List**

<b>SIN(s)</b>	<b>Labor Category</b>	<b>Minimum Education</b>	<b>Min Years of Experience</b>	<b>Contractor or Customer Site</b>	<b>Domestic or Overseas</b>	<b>Unit of Issue</b>	<b>GSA Price (including IFF)</b>
874 1	Principal	PhD	25	Both	Domestic and Overseas	Hour	\$919.40
874 1	Principal-Facilitator	PhD	25	Both	Domestic and Overseas	Hour	\$919.40
874 1	Project Leader	Masters	15	Both	Domestic and Overseas	Hour	\$617.13
874 1	Project Lead-Facilitator	Masters	15	Both	Domestic and Overseas	Hour	\$617.13
874 1	Senior Consultant	Masters	10	Both	Domestic and Overseas	Hour	\$556.50
874 1	Senior Facilitator	Masters	10	Both	Domestic and Overseas	Hour	\$555.42
874 1	Consultant	Masters	5	Both	Domestic and Overseas	Hour	\$467.47
874 1	Facilitator	Masters	5	Both	Domestic and Overseas	Hour	\$467.47
874 1	Associate Consultant	Masters	3	Both	Domestic and Overseas	Hour	\$389.56
874 1	Analyst	Masters	3	Both	Domestic and Overseas	Hour	\$274.98

## **874-4: Training Services: Instructor-Led Training, Web-Based Training and Educational Courses, Course Development and Test Administration, Learning Management, Internships**

Dialogos has extensive experience in leadership development that has been delivered in multiple formats, ranging from 1-day to 10-month programs. We have trained and developed thousands of leaders in multiple contexts and organizations over the past 20 years, both through highly customized, on-site corporate trainings and our proprietary, off-the-shelf programs available to the public. Our two flagship offerings, described here, are the Leadership for Collective Intelligence (LCI) course, a ten-month program for senior-level executives and the Dialogue and the Art of Thinking Together (AoTT) program, a 2.5-day course providing a foundation for collective leadership and dialogic skills.

Our specialty is assessing, designing, coaching and training senior and mid-level executives, drawn from large (up to 100,000 employees) and complex organizational environments. Our development programs are designed and adapted for our client-groups; while we conduct in-house training programs, our preference with both the LCI and the AoTT is to convene multiple-client training sessions, bringing together leaders from different backgrounds so that they are exposed to different approaches and ways of addressing organizational challenges.

### **Courses and Workshops**

#### **DIALOGUE AND THE ART OF THINKING TOGETHER**

##### **A Program in Strategic Transformation for Leaders**

In organizations people spend up to 80% of their time in conversation. *Talk* is our key action tool—and often a neglected discipline. Changing the nature of conversations in organizations may be the single most powerful way to bring about performance breakthroughs. Based on the pioneering work of Bill Isaacs, this two-and-a-half-day workshop is designed to deepen your leadership identity and expand your capacity to connect with others and access collective intelligence in groups. The program is highly participative, and will introduce you to the tools and frameworks of a dialogic approach in a practical way.

*The Art of Thinking Together* (AoTT) is for anyone interested in developing themselves as a leader with the greater depth of understanding and the practical skills needed to bring about sustainable, positive change in their organizations.

##### **Why now**

Today's turbulent and challenging environment calls for a heightened level of leadership. In many organizations, the pressures of uncertainty and complexity create a relentless drive for performance at every level. Yet resource constraints can stifle creativity and productivity, seen while increasing workload. Under these circumstances, even the strongest systems can experience fragmentation, leading to factional strife and deviation from long-term aims. In complex organizations, such structural traps require highly capable leadership that can work successfully across constituencies to guide deep and far-reaching shifts.

##### **What you will learn**

This program will introduce you to the framework and tools of our dialogic approach and develop your practical ability to apply these tools in real-life challenges. The program is highly participative. It is designed to deepen your leadership identity and expand your capacity to connect with others and access collective intelligence, even in complex situations with multiple stakeholders.

*The Art of Thinking Together* will develop your leadership in the following areas:

- Learning and practicing a dialogic approach to change
- Discovering the nature of balanced action in any team or group
- Inquiring effectively into “what's really going on” in a conversation
- Understanding distinct ways of speaking and listening, and why breakdowns occur among them
- Diagnosing self-defeating patterns in work teams and in one’s own communications
- Gaining a feel for the power of collective intelligence and its relevance for one’s organization
- Grounding one’s opinions and abstractions in data that can be validated
- Using reflection to achieve immediate impact on action and the quality of decisions
- Using breakdowns to break through, to generate pivotal conversations and actions.

The program uses a variety of learning methods including short presentations, large group dialogues, small group reflection, reading, video and journaling. There is an orientation call prior to the program and a one-hour coaching call with a member of the faculty after the program to maximize your learning.

### **Who should participate**

Past participants have come from a variety of organizations including the World Bank, Shell, BP, Oxfam, RenRe, government agencies and academia. Many participants have also chosen to attend outside of an organizational context. The program can benefit anyone who wishes to grow their capabilities to engage others in strategic transformation.

Colleagues who attend the AoTT together gain a heightened capacity for using dialogue effectively within their organizations. Team members can think together about how to apply new practices with intermediate effect back on the job. Teams of three or more enjoy a group discount.

**Minimum number of participants: 10.**

**Maximum number of participants: 25**

### **LEADERSHIP FOR COLLECTIVE INTELLIGENCE**

*Leadership for Collective Intelligence* (LCI) is an intensive, 10-month program equipping leaders to design, initiate, and facilitate large-systems change. It draws on, and has been built by, pioneers in organizational learning, dialogue, family system therapy, systems thinking and the improvisational arts. The dominant focus of the LCI is the art and practice of dialogue, which we see as a means of enabling deep change within individuals, groups, and larger collective settings such as organizations, communities and, ultimately, society itself. We see dialogue as a stance, a practice among a group of people, and the cornerstone for an approach to change. For this reason, the LCI concentrates on five main areas:

- *Dialogue and the Art of Thinking Together* skillsets
- Interpersonal Reasoning and Profound Change
- Leadership and Group Intelligence: Facilitation Skills
- Collective Leadership and Systemic Change Dynamics
- Developing Models for Practice

Our experience has proven to us that, in addition to the content of programs offered, it is the context, or

leadership environment in which people operate, that determines whether or not an organization will be able to make wise strategic choices or access the “collective intelligence” embedded in their system. Our leadership training concentrates on these “climate change and maintenance” skills, and addresses real, pressing and practical problems of the organization.

### **The course design**

*Leadership for Collective Intelligence* is designed as an *iterative* process; that is, each session builds directly on the lessons learned in the prior one, with personal opportunity to deepen and refine leadership practices gained during sessions with other leaders. While we tailor our courses to meet the specific needs of participants, in general our program unfolds according to the following pattern:

#### **Session 1: Dialogue and the Art of Thinking Together**

*Session 1* serves as an introduction to the power of “thinking together,” collective leadership, and the nature of systemic change. It focuses on the individual, acknowledging that genuine transformation always begins there. Participants cultivate a deep quality of personal presence that enables them to hold their “center” as the stakes of situations may rise. Specific principles and practices are explored with the intent of increasing participants' capacity to lead. Participants learn about the creative cycle of profound change, and how it applies to their own life experience.

#### **Session 2: Systems Thinking and System Design**

*Session 2* emphasizes the dynamic power of living systems to enable or impede creative action. Its focus is both on the interpersonal nature of systems and the policy or structural aspects of systems. Participants learn how to perceive systemic structures in high and low stakes settings, in themselves and in others. This session places emphasis on the ways system structures create unintended results, and teaches a logical means of unangling complexity and allowing clear design to emerge.

#### **Session 3: Leadership and Group Intelligence: Facilitation Skills**

In *Session 3*, Leadership is explored in more depth, expanding on the individual and interpersonal building blocks put in place during the initial sessions. Participants explore the “voices” and “shadows” of their leadership. Participants also build the capacity to access group intelligence through dialogic facilitation. They develop specific face-to-face skills, including the ability to create group-level containers for change, to work with dissonance that arises, and to actively engage with group dynamics. Participants explore the tacit rules that govern knowledge creation and change in groups.

#### **Session 4: Collective Leadership and the Architecture of Large Systems Change**

In *Session 4*, participants begin to address ways of designing interventions at the organizational level. The centerpiece of this session is the application of the “Spiral Model” to the design and architecture of large systems change. Participants learn how to assess readiness for change and to understand the kind of system that they are functioning within. They learn how to enter different systems differently, how to structure an initial inquiry, how to elicit the deeper dream of the people concerned, and how to set containers for change. The group acquires tools for confronting the inevitable “backlash” that transformations encounter, identifying high-leverage cultural “hot points,” and bringing key groups together. Participants reflect on their action projects and give each other feedback.

#### **Session 5: Identity and Building Models for Practice**

In *Session 5* participants begin to cultivate their personal approach to bringing about change at multiple levels by developing their own theories of practice and theories of change. Participants focus in this

session on the principles for sustaining change based on the transformations of identity, individual and collective. They learn skills for bridging between disparate world-views and the art of “cross-model” conversation. They begin to consider the broader implications of dialogic change in terms of governance, sustainability, and the new century.

### **The Dialogos Approach**

Our approach to leadership training is different from—and more effective than—traditional methods in six key ways:

- 1. Action and experiential learning:** We believe that people must learn through action and reflection, and not merely in classroom contexts. As a result, we conduct our seminars with a strong bias towards experiential learning in the sessions and—outside of the classroom, between sessions—action, application, and further reflection. Our pioneering work in dialogue gives us strong capability to produce powerful action learning conversations, the key to success here. We examine, design and propose, interim activities, practices, tool applications and experiments for the leaders to apply between these sessions, to maintain continuity and continue to deepen the learning and engagement.
- 2. Co-creation:** Rather than a “banking concept” of education (we have knowledge, learners do not, we open their heads and pour something in) we adhere to a transformational understanding of learning. Learners must be engaged and responsible for their own learning, and the educator must create a context in which this enthusiastically takes place.
- 3. Capability for dialogue:** Dialogue is the art of thinking together (not merely talking together). Applied well, it opens new potential and produces a powerful, shared field for new thinking. Sometimes mistaken for a merely relational or communications process, dialogue represents the essence of the scientific method, a process of deep inquiry shared and developed among a community in which assumptions are revealed, and from which new levels of coordinated action can emerge. Dialogue is a master art for leaders, and an essential underpinning of our work.
- 4. Leaders developing leaders:** One of the central tenets of powerful learning comes through peer coaching—the art of assisting others. The ability to be “of help” to another leader, and to assist in their development, is an essential feature of new patterns of leadership. We teach leaders how to coach others, and to be coachable.
- 5. Capacity for reflection:** Essential to the development of leadership is the capacity to reflect. Reflection requires discipline and focus. Senior leaders must learn to value, develop the capacity for reflection. This art is less about “taking time” than about learning how to reflect – in the moment, or over longer periods.
- 6. Faculty and Guests:** The faculty for our courses is comprised of the senior members of our firm. Our approach further includes inviting selective and high value guests to engage in intimate dialogue with leaders (as opposed to standing behind a podium).

**Minimum number of participants: 29**

**Maximum number of participants: 40**

**Dialogos courses awarded under SIN 874-4 / 4RC:**

Course Title	Course Length	Min Participants	Max Participants	Contractor or Customer Site	Domestic or Overseas	Unit of Issue	GSA Price (including IFF)
Leadership for Collective Intelligence (LCI)	10 months (3.5 days e/o mo.)	29	40	Customer Site	Domestic and Overseas	Per Person	\$19,899.24
Art of Thinking Together (AoTT)	2.5 days	10	25	Customer Site	Domestic and Overseas	Per Person	\$1,448.36

**CONTRACTING INFORMATION**

- 1a. **Table of Awarded Special Item Number(s) with appropriate cross-reference to page numbers:** 874-1, 874-1RC, 874-4, 874-4RC
  
- 1b. **Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply.**
  
- 1c. **If the Contractor is proposing hourly rates a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate "Not applicable" for this item.**
  
2. **Maximum Threshold before Negotiation:** \$1,000,000.00
  
3. **Minimum Order:** \$100.00
  
4. **Geographic Coverage (delivery Area):** Domestic and Overseas
  
5. **Point(s) of production (city, county, and state or foreign country):** Same as company address
  
6. **Discount from list prices or statement of net price:** Government net prices (discounts already deducted). See Attachment.
  
7. **Quantity discounts:**
  - 4% discount for contracts in a single fiscal year with total fee (excluding travel expenses) value of between \$250,000 and \$500,000

- 6% discount for contracts in a single fiscal year with total fee (excluding travel expenses) value of between \$500,000 and \$1,000,000
  - 8% discount for contracts in a single fiscal year with total fee (excluding travel expenses) value of over \$1,000,000
- 8. Prompt payment terms:** Net 30 days
- 9a. Notification that Government purchase cards are accepted up to the micro-purchase threshold:**  
Yes
- 9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold:** will accept over \$3,000
- 10. Foreign items (list items by country of origin):** None
- 11a. Time of Delivery (Contractor insert number of days):** Specified on the Task Order
- 11b. Expedited Delivery.** The Contractor will insert the sentence “Items available for expedited delivery are noted in this price list.” under this heading. The Contractor may use a symbol of its choosing to highlight items in its price list that have expedited delivery: Contact Contractor
- 11c. Overnight and 2-day delivery.** The Contractor will indicate whether overnight and 2-day delivery are available. Also, the Contractor will indicate that the schedule customer may contact the Contractor for rates for overnight and 2-day delivery: Contact Contractor
- 11d. Urgent Requirements.** The Contractor will note in its price list the “Urgent Requirements” clause of its contract and advise agencies that they can also contact the Contractor’s representative to effect a faster delivery: Contact Contractor
- 12. F.O.B Points(s):** Destination
- 13a. Ordering Address(es):** Same as Contractor
- 13b. Ordering procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA’s), and a sample BPA can be found at the GSA/FSS Schedule homepage ([fss.gsa.gov/schedules](http://fss.gsa.gov/schedules)).
- 14. Payment address(es):** Same as company address
- 15. Warranty provision:** Contractor’s standard commercial warranty.
- 16. Export Packing Charges (if applicable):** N/A
- 17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level):** Contact Contractor

- 18. **Terms and conditions of rental, maintenance, and repair (if applicable):** N/A
- 19. **Terms and conditions of installation (if applicable):** N/A
- 20. **Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable):** N/A
- 20a. **Terms and conditions for any other services (if applicable):** N/A
- 21. **List of service and distribution points (if applicable):** N/A
- 22. **List of participating dealers (if applicable):** N/A
- 23. **Preventive maintenance (if applicable):** N/A
- 24a. **Environmental attributes, e.g., recycled content, energy efficiency, and/or reduced pollutants:**  
N/A
- 24b. **If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contactor's website or other location.) The EIT standards can be found at:** [www.Section508.gov/](http://www.Section508.gov/).
- 25. **Data Universal Numbering System (DUNS) number:** 827619305
- 26. **Notification regarding registration in Central Contractor Registration (CCR) database:** Registered

**Service Contract Act:** The Service Contract Act (SCA) is applicable to this contract as it applies to the entire MOBIS Schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories. If and / or when the contractor adds SCA labor categories / employees to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCA matrix identifying the GSA labor category titles, the occupational code, SCA labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.