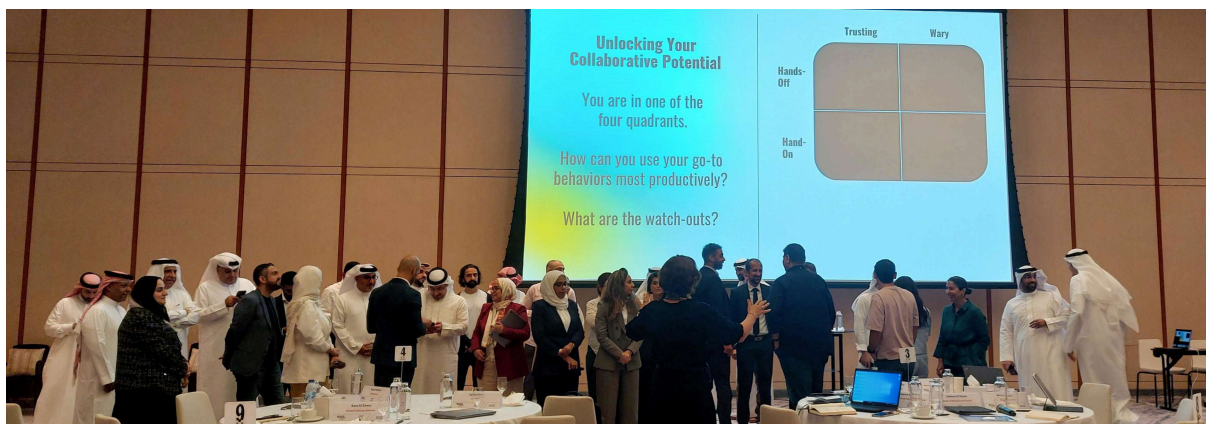




Sharing ideas to accelerate smarter collaboration

July 2025

EVENT TAKEAWAYS



Leadership Under Pressure: A Day of Learning and Resolve in Bahrain

What an extraordinary day for Dr. Heidi K. Gardner to be working in the Middle East – leading a senior executive development program just hours after US bombs hit Iran.

Kudos to the 50 Bahraini executives who powered through a full Sunday of learning about smarter collaboration, despite the geo-political tensions and resulting disruption (kids being sent home from school, 70% of local workers moving to remote, etc.).

If ever there was a time for us to seek new perspectives and build trust across boundaries, this is it. Highlights from the day included:

- **Smarter collaboration drives F1:** Khalid Hussain Taqi, Chairman of Gulf Air, explained how employee empowerment and leader transparency across levels have been crucial in building a collaborative corporate culture – one that underpins the national carrier’s support of the high-profile Bahrain Grand Prix.
- **Smarter Collaboration Profiles boost C-suite effectiveness under pressure:** Debriefing the results of the psychometric assessment helped executives develop personalized plans to deliver stronger leadership during high-pressure situations. Figuring out how to optimize collaboration across the C-suite takes it to the next level.
- **Influence hinges on collaborative insights about stakeholders:** How well an executive “reads the audience” (e.g., risk seeker? complex thinker?) when preparing for conversations with board members or core partners can dramatically affect outcomes. Even without seeing a stakeholder’s SC Profile results, familiarity with these dimensions helps leaders consider different ways of preparing and influencing.

It was a privilege to witness the leaders’ determination to push the country forward, while holding space in their hearts and minds for all those affected by strife and uncertainty.

Big Questions. Bold Ideas. Summer Davos.



Q: When is it worthwhile to fly halfway across the world for just 2 half-hour sessions?

A: When the event is the World Economic Forum's "Summer Davos" and the sessions attract innovators, CEOs, policymakers, government ministers, academics, and investors.

Dr. Heidi K. Gardner was blessed with an audience who wanted to dive in and co-create solutions for using AI to boost collaboration – and for using collaboration to push AI application and adoption.

She walked away with powerful questions to fuel a research agenda, such as:

- How will a "bot teammate" most effectively play different roles at different stages of the innovation process?
- When and how will collaborating with a bot squelch human creativity vs. help to create a safe zone for experimentation?
- What will it take for wary users to trust a bot teammate – and vice versa?

The second session brought collaboration to the realm of amplifying grassroots innovation – like tech built for remote transport networks in Sub-Saharan Africa.

Expertly led by Anup Kaphle (of *Rest of World*), their conversation with Yousef Yousef (of LG Sonic) left Dr. Gardner inspired by their passion and expertise.

UPCOMING EVENTS

Join Our Upcoming Certifications and Related Events

Getting certified in the **Smarter Collaboration Profile** (SC Profile) psychometric and **Smarter Collaboration 360** (SC360) tools provides talent professionals, coaches, and other people leaders the opportunity to bring smarter collaboration deeper into their practice.

Level 1 certifications: A 90-minute session covering both the SC Profile and the SC360 – perfect for professionals who are new to either tool.

- September 30, 11 AM-12:30 PM ET, Zoom (register [here](#))
- October 21, 8-9:30 AM, New York City (in person only)

Level 2 certifications: These 90-minute deep dives focus separately on the SC Profile or the SC360; they are exclusively for individuals who have completed the

Level 1 certification. They are designed to help you master each tool in detail.

- *SC Profile Level 2: August 19, 11 AM-12:30 PM ET, Zoom*
- *SC360 Level 2: August 26, 11 AM-12:30 PM ET, Zoom*
- *SC Profile Level 2: November 5, 11 AM-12:30 PM ET, Zoom*
- *SC360 Level 2: December 3, 11 AM-12:30 PM ET, Zoom*

Combined SC Profile & SC360 Level 2 certification:

- *September 16, timing TBD, Sydney, Australia (in person only)*

Smarter CoLabs (exclusively for certified partners):

- *Using the Profile and SC360 Together to Drive Insights: October 23, 11 AM-12 PM ET, Zoom*
- *Building Collaborative Networks: December 10, 11 AM-12 PM ET, Zoom*

To sign up for the Sydney or New York events, please email Leahaggerty@gardnerandco.co..

ANNOUNCEMENTS

Smarter Collaboration Gets the FT Spotlight

Dr. Heidi K. Gardner was delighted to be honored by the Financial Times as a “Market Shaper” during the FT Innovative Lawyers Global Summit.

When she published her preliminary research on smart collaboration in 2010, the idea of lawyers working across silos to spark innovation and drive better outcomes felt revolutionary. What started as a concept has evolved into a movement that’s transforming the way the legal world operates.

The FT says the research has “opened the eyes of many law firms.” From redefining how firms tackle complex client challenges to embedding innovation into their DNA, smarter collaboration has helped leaders across the profession break barriers, build trust, and deliver bold results.

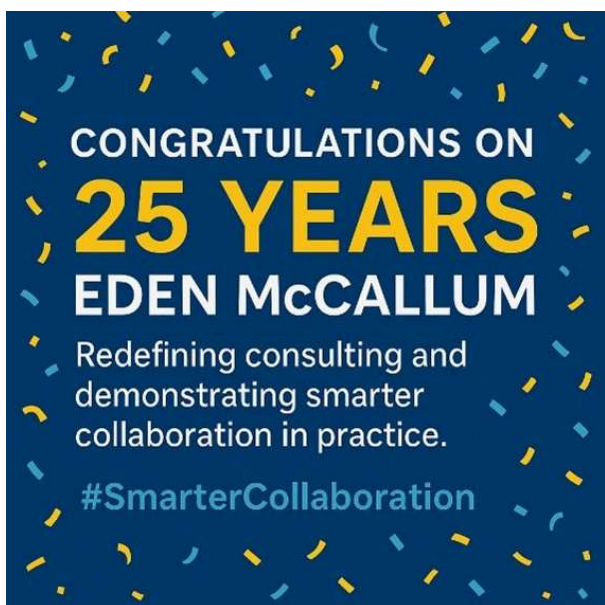
While this honor reflects past accomplishments, it points firmly toward the future. With AI revolutionizing work, a new generation redefining leadership, and global markets shifting, collaboration will be the key to unlocking what’s next for the legal industry – and far beyond.

Dr. Gardner shared the stage with Felix Ehrat (former Novartis GC), Ira Coleman (Chair of McDermott), and Julian Taylor (Simmons & Simmons Senior Partner) at the conference's opening panel on “Innovation: The Definition of Hope.”

She extends deep thanks to the dozens of team members, colleagues, and clients who have contributed their passion, time, and data to this truly collaborative effort. And special appreciation goes to Reena SenGupta for her two decades at the helm of RSG – this milestone wouldn't have been possible without her.

Celebrating an Innovative Consulting Firm

Congratulations to Eden McCallum on 25 years of redefining smarter collaboration in consulting. From the start, Liann Eden and Dena McCallum envisioned a better way – letting top consultants do the work they love without constant travel, politics, or being “always on.” They rethought the model.



Instead of asking consultants to do it all, they split roles: consultants focus on delivering great work, while the core team handles client development and operations. They built a curated network of freelance consultants – many ex-McKinsey, Bain, or BCG –who join projects when timing and fit align. This gives clients real expertise, consultants flexibility, and the business a lean structure. In our [Harvard Business School case study](#), one insight stood out: collaboration is key. Their approach is defined by:

- A high-caliber network engaging based on timing and fit

- A flexible model balancing autonomy and shared goals

A culture of trust empowering full contribution and exceptional results

JOB OPENINGS

Two Roles. One Mission: Smarter Collaboration.

We're growing our Smarter Collaboration team and looking for two extraordinary professionals ready to make a real impact through our advisory and technology offerings.



Client Success Manager

Be the go-to partner for our software clients and certified partners, driving engagement and adoption of our collaboration tools. Ideal for someone with a passion for client service, learning & development, and making a measurable difference through coaching.



Marketing & Content Manager

Lead our content strategy and digital presence, working directly with our co-CEOs to amplify our brand and thought leadership. Perfect for a creative, metrics-driven marketer and content developer who thrives in a fast-paced, high-impact environment.



Both roles are remote (US East Coast time zone necessary) and offer the chance to work with our global client base and dynamic team.



Ready to make smarter collaboration your mission? Apply now or share with someone who'd be a great fit. Recruiting@smartercollaboration.com

OPPORTUNITIES TO MEET

Catch Up with Dr. Heidi K. Gardner and Ivan Matviak

Ready to book a client roundtable, an executive workshop, or a major offsite? Here are upcoming trips for Dr. Heidi K. Gardner and Ivan Matviak, in case you'd like to schedule time with either or both of them:

- Bahrain: July 20-22
- Doha: September 14
- Sydney: September 16-26

STAY CONNECTED**Keep in Touch**

Follow Gardner & Co. on [LinkedIn](#) and [YouTube](#), and visit our websites ([SmarterCollaboration.com](#) and [Gardner & Co](#)) for extra news and insights on smarter collaboration.

Give Feedback

What else can we do together? Please send your thoughts to ideas@gardnerandco.co.

Gardner & Co

contact@gardnerandco.co



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