

Insight Report of IMD x PIVOT Strategy Boot Camp 2025

2025 Apr.25
DBIC Director
Takeshi Shibuya

Navigating Transformation: Mindset, Multicultural Communication, and the Power of Learning

In an era of uncertainty, accelerating innovation, and global complexity, we're constantly challenged to reflect on how we think, connect, and act. The recent IMD session in Japan offered a powerful opportunity to rethink the fundamentals—starting from the inside out. As Director of DBIC, this article shares key insights and strategic perspectives to help individuals and organizations thrive in today's dynamic and evolving world.

Program Details:

Title: IMD x PIVOT Strategy Boot Camp 2025

Date: 2025 Apr.25

Venue: Tokyo Midtown Conference 4F

Speakers: Prof. Goutam Challagalla(IMD) / Prof. Niccolò Pisani(IMD)

1. Key Insights

Reframing Mindset

A mindset is not fixed or mystical—it's a dynamic, practical capacity to reflect, adapt, and respond to change from within. It influences how we interpret the world, navigate complexity, and take action. Cultivating an adaptive mindset is the foundation for transformation.

Multicultural Communication

English remains a crucial tool for accessing global knowledge and engaging in global networks. However, true collaboration requires more: the ability to navigate **cultural differences**, understand diverse values and communication styles, and connect across

boundaries. **Multicultural communication** is about building trust and empathy beyond language—and is essential for co-creating the future.

Understanding the Value of Digital

Digital technology is not just a tool—it's a **leverage point** that allows us to exchange experiences, insights, and knowledge in ways that were once impossible. From data to wisdom, digital platforms enable new forms of interaction, value creation, and shared growth—across sectors, regions, and generations.

2. Strategic Foundations

Balance Performing and Transforming

We must excel in today's operations while preparing for tomorrow's reinvention. This means balancing short-term performance with long-term transformation—managing both the current S-curve and the leap to the next.

Build Innovation Ecosystems

Collaboration is the new competitive edge. By connecting the scale of major corporations with the speed and creativity of startups and local partners, we create ecosystems that can continuously learn, adapt, and innovate.

Create Shared Language and Vision

Without shared understanding, even the best strategies can fail. Developing a common language and collective narrative across functions, cultures, and levels aligns energy and reduces unnecessary conflict.

Design Your Business Like an iPhone

Don't just build products—create platforms. Think holistically about experience design, ecosystem integration, and evolutionary growth. Make your business intuitive, adaptable, and constantly adding value to users and society.

3. Current Environment

Globalization Continues with Turbulence

Despite rising uncertainty, the global economy remains deeply interdependent. Navigating this turbulence requires resilience, adaptability, and awareness of shifting geopolitical and social dynamics.

Establish Regional “Basecamps”

As we move globally, we need local grounding. Regional basecamps provide the cultural roots, practical presence, and sustainability required to scale purposefully across borders.

Explore New Fields with Your Core Capabilities

Rather than abandoning what we know, we must **reframe and apply** our existing strengths to new contexts. This mindset opens access to adjacent industries and unexplored opportunities.

Digital as a Leverage Point

Digital platforms make it possible to **scale trust, creativity, and human insight**—and to operate with greater transparency, speed, and precision. Used wisely, digital tools empower deeper collaboration and inclusivity.

Human-Centricity is Key

Technology cannot replace human values. In all transformations, we must prioritize **trust, empathy, and human connection**. This is the only way to ensure lasting, meaningful change.

4. Learning and Action

Foster Cross-Boundary Collaboration

The most powerful innovations arise when different worlds collide. Facilitate collaboration across industries, sizes, and perspectives—like a DAO (Decentralized Autonomous Organization), where each node adds unique value.

Redesign Mindsets for Adaptability

We must move from fixed mindsets to learning mindsets. This involves embracing discomfort, encouraging experimentation, and empowering people to evolve beyond their titles and boundaries.

Learning as a Bridge

Learning is more than knowledge acquisition—it is a **social process** that creates shared perspective, language, and empathy. When people learn together across roles, levels, and cultures, trust grows—and with it, the potential for deep collaboration.

Build Trust-Based Relationships

No transformation happens alone. Strong, authentic relationships rooted in mutual respect and shared purpose form the **social capital** needed to drive collective action and long-term innovation.

5. Reframing Mindset: Unlocking the Power of the Mind

To understand transformation, we must go deeper—into the structure of the **mind** and the direction of the **mindset**.

The **mind** is not just about emotions or thoughts. It's a structural and neurochemical system—a living processor of perception, memory, and intention. It responds to context, stories, and signals in real-time.

The **mindset**, then, is like a **compass** for this system. It offers orientation—shaping how we see the world, how we relate to others, how we think, and how we act. In this sense, mindset is not abstract—it's highly practical.

With a conscious and growth-oriented mindset, we can:

- **Connect more meaningfully** with others and foster inclusive, trust-based relationships.
- **Enhance the depth and breadth of our thinking**, allowing for systems-level insight.
- **Act with clarity, realism, and precision**, increasing both speed and effectiveness.
- **Tap into creativity, resilience, and motivation**, even in ambiguous or high-stakes environments.

When our mind and mindset are aligned, we gain not only self-awareness but also the capacity to **transform ourselves, our organizations, and the society around us**.

6. Conclusion

Growth Mindset Is the Starting Line

It opens the door to transformation—but to move forward, we must continuously challenge ourselves to grow, adapt, and evolve.

Learning Is a Social Strategy

Shared learning creates shared language. It dissolves boundaries. It fosters empathy. And it empowers teams and organizations to move as one.

Keep Expanding Capabilities

To meet the complexity of our time, we must invest in lifelong learning—not only as individuals, but collectively—within organizations and ecosystems.

Digital + Human = Future Readiness

Digital tools like AI are accelerators—but they are only meaningful when used with wisdom, ethics, and a human-centric approach. The future belongs to those who can combine **technology with trust**, **speed with empathy**, and **strategy with spirit**.
