

THE SCIENCE OF ULTRAPERFORMANCE

THE BECOME[®] PROGRAM

AND SUPPORTING PRODUCTS & SERVICES

**TURN YOUR BUSINESS
INTO AN ULTRAPERFORMER
FROM THE INSIDE OUT.**

BECOME® INSTITUTE

BECOME® is the science of ultraperformance, developed through more than twenty-five years of interdisciplinary scientific research.

Ultraperformers are organizations that actualize their intrinsic identity and unique potentiality in exceptional value for customers and the world and, as a consequence, outperform conventional competitors by an extraordinary margin.

The BECOME Institute® brings BECOME® to the world through BECOME® Academy, BECOME® Studio and BECOME® Practice - providing education, products and organizational implementation.

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THE BECOME® PROGRAM

TURN YOUR BUSINESS INTO AN ULTRAPERFORMER, FROM THE INSIDE OUT.

BECOME® is the science of ultraperformance, developed by scientist, author and serial entrepreneur Eric Bartels through more than twenty-five years of interdisciplinary scientific research and described in his books and publications.

Ultraperformers are organizations that actualize their intrinsic identity and unique potentiality in exceptional value for customers and the world and, as a consequence, outperform conventional competitors by an extraordinary margin.

The research developed in two integrated directions. The upward direction developed into the BECOME® Ontology, which explains the deeper scientific-philosophical basis of ultraperformance within the broader transformation of human motivation, society and the economy that Bartels calls Telogeny. The downward direction identified, integrated, modeled and further optimized the inside-out business logic and organizational architecture of ultraperformers in the BECOME® Framework.

The BECOME® Program is the complete change-management and implementation methodology for activating the BECOME® Framework throughout an organization, including the behavioral transformation required to make this fundamentally different way of thinking and working operational in daily reality.

The BECOME® Framework Ecosystem contains the products, diagnostics, methods, instruments and applications that support the learning, implementation and daily use of the Framework.

Together, the BECOME® Ontology, Telogeny, the BECOME® Framework, the BECOME® Program and the BECOME® Framework Ecosystem form the BECOME® Architectonic: one integrated scientific and organizational architecture connecting the explanation of ultraperformance with its practical implementation.

The BECOME® Institute brings BECOME® to the world through BECOME® Academy, BECOME® Studio and BECOME® Practice — providing education, products and organizational implementation.

ABOUT THIS BOOKLET

This booklet explains how a company or brand can become an ultraperformer through a complete BECOME® Program delivered by BECOME® Practice, and sets out the rates charged for developing and delivering it.

To explore the scientific foundation of BECOME®, read Eric Bartels' books or download BECOME® — The Science of Ultraperformance: A First Introduction at becomeinstitute.com.

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THE BECOME® ARCHITECTONIC

One integrated scientific and organizational architecture connecting the explanation of ultraperformance with its practical implementation.

BECOME® ONTOLOGY

The scientific-philosophical knowledge architecture that explains reality, the transformation from deficiency to self-actualization and the deeper basis of ultraperformance.

TELOGENY

The third great Western transformation: the historical movement from deficiency-driven MAKE toward self-actualization-driven BECOME® in society and the economy.

BECOME® FRAMEWORK

The modeled and optimized inside-out business logic and organizational architecture of ultraperformers.

BECOME® PROGRAM

The complete change-management and implementation methodology for activating the Framework throughout an organization, including the required behavioral transformation.

BECOME® FRAMEWORK ECOSYSTEM

The practical environment of products, diagnostics, methods, instruments and applications that makes the Framework learnable, implementable and usable every day.

THE EMPIRICAL FOUNDATION OF BECOME®

BECOME® is the result of more than twenty-five years of interdisciplinary scientific research conducted by scientist, author and serial entrepreneur Eric Bartels into the behavior of leaders and organizations.

The research reveals a fundamental distinction: organizations operate through two radically different sources of motivation, ways of thinking and working, business logics and organizational architectures.

Bartels identifies these as the outside-in MAKE model and the inside-out BECOME® model.

THE OUTSIDE-IN MAKE MODEL

The outside-in MAKE model begins with the external market. Organizations operating through this logic study customers, demand, competitors, market dynamics and external opportunities, and then adapt themselves to what they believe will generate the greatest revenue, profit, growth, market share and shareholder value.

Their motivation is fundamentally extrinsic. They are primarily driven by:

- market dynamics
- competitive positioning
- and short-term financial outcomes

Their central objective is to maximize financial results within existing market conditions. This leads to:

- strong reliance on market research
- product development based on identified demand
- and organizations structured around processes and procedures

Although often presented differently, these organizations are fundamentally tactical and reactive in nature.

THE INSIDE-OUT BECOME® MODEL

The inside-out BECOME® model begins with the organization's intrinsic DNA — not something it defines, but something it discovers. This DNA determines:

- why it exists: the unique value it is intrinsically driven to create for customers and the world
- how it operates: its natural capabilities and strengths
- what its natural output of value is

The primary objective is not to maximize profit, but to actualize the organization's intrinsic identity and unique potentiality in exceptional value for customers and the world.

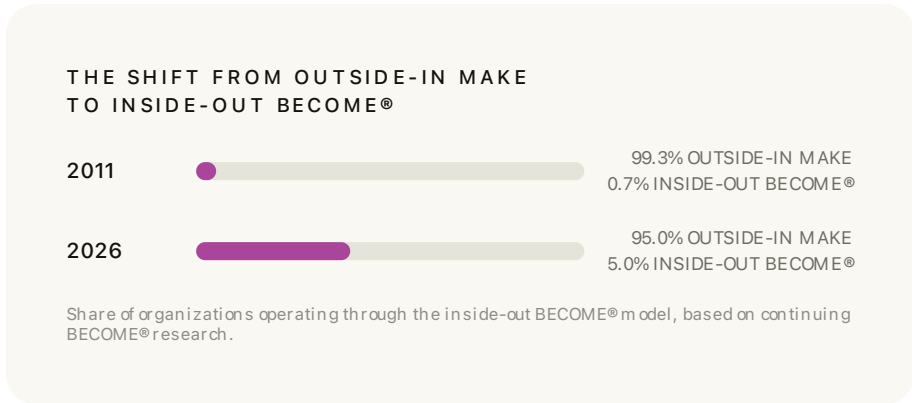
The research also reveals something remarkable and, at first sight, counterintuitive: organizations operating in this way consistently generate significantly higher financial performance than extrinsically driven businesses that are explicitly focused on profit. This is because the value they create is structurally superior. Revenue, profit, growth and enterprise value become the economic consequence of that value — not the source or primary organizing purpose of their behavior.

Apple, co-founded by Steve Jobs in 1976, became the first modern global business manifestation of this logic. Within this model:

- market research is secondary, never leading
- organizations are not process-driven but responsibility-driven, based on the Golden Triangle of responsibility, authority and accountability
- organizations function as intelligent systems in which individuals operate with a level of ownership comparable to entrepreneurship

A STRUCTURAL SHIFT IN THE ECONOMY

The research clearly shows that the proportion of inside-out BECOME® organizations is increasing over time.



This trend reveals a clear directional dynamic: a growing number of companies are shifting from extrinsic, outside-in thinking and working toward intrinsic, inside-out thinking and working. In the outside-in MAKE model, products and services are developed with one central motivation: to generate the greatest possible revenue, profit and shareholder value. In the inside-out BECOME® model, the organization begins with its intrinsic identity, natural motivation, unique capabilities and unrealized potentiality, and continuously actualizes that potentiality through products, services and experiences that create the greatest possible value for customers and the world.

This shift is not incidental. It is the organizational manifestation of a much broader transformation from deficiency-driven to self-actualization-driven human behavior. Bartels identifies this as the third great transformation of Western society after the Renaissance and the Western Enlightenment. He calls it Telogeny, from the ancient Greek telos — intrinsic end or developmental direction — and genesis — coming into being. Telogeny is therefore the historical transition from the MAKE Ontology to the BECOME® Ontology.

As this transformation progresses, both employees and customers increasingly demand meaning, authenticity and intrinsic value. Consequently, the effectiveness of the extrinsic, outside-in model is declining, while the effectiveness of the intrinsic, inside-out model continues to increase.

This transformation also has profound consequences for professional services.

IMPLICATIONS FOR PROFESSIONAL SERVICES

Organizations operating through the BECOME® logic are driven by the actualization of their intrinsic DNA. Their people are increasingly self-actualization-driven — and, crucially, are able to pursue that self-actualization within the organization in which they work.

As a result, hierarchy, processes and procedures become less dominant, while personal responsibility, authority and accountability move to the center of organizational life. In terms of mentality, these organizations resemble an artist's studio far more than a conventional corporate environment. Apple under Steve Jobs is perhaps the clearest example.

One of the most important manifestations of this shift is that the intelligence, knowledge, capabilities and creativity of employees become the organization's primary source of development and value creation. Consequently, these organizations become progressively less dependent on knowledge and expertise imported from outside.

Many traditional consulting models are still based on precisely that proposition: external specialists provide knowledge, expertise and solutions that are subsequently introduced into the client organization. But that model becomes less effective when the organization's own intrinsic intelligence and creative capability become its most important sources of value.

This does not mean that external specialists become irrelevant. It means that their role fundamentally changes. Instead of supplying ready-made answers, they increasingly help organizations discover, organize, facilitate and activate the intelligence, knowledge, capabilities and creativity already present within them.

A NEW FORM OF PROFESSIONAL SERVICE

We are therefore moving toward a new form of professional service — one that does not replace the organization's intelligence, but enables that intelligence to become fully operational.

This is precisely what the BECOME® Institute is designed to facilitate. Through its body of scientific knowledge, the BECOME® Framework and the BECOME® Program, it enables organizations to discover their intrinsic identity, translate that identity into strategy, tactics and operations, and embed this fundamentally different way of thinking and working in the daily behavior of their people.

The objective is not to think and act on behalf of the organization. It is to create the conditions through which the organization can continuously actualize its own intrinsic intelligence and potentiality in exceptional value for customers and the world.

BECOME® and the BECOME® Institute embody this new form of professional service — both for companies and brands and for the advisors and consultants who want to work with their clients in this way.

BECOME® ACADEMY

Through BECOME® Academy, organizations can educate their own leaders and professionals in the BECOME® Ontology, the business logic and organizational architecture of the BECOME® Framework, and the implementation methodology of the BECOME® Program.

Participants learn how to implement the Framework throughout their organization and how to drive and embed the behavioral transformation required to make this fundamentally different inside-out way of thinking and working operational in daily practice.

BECOME® Academy is equally designed for independent advisors, consultants and consulting firms that want to make the transition from the traditional, industrially shaped advisory model — based primarily on importing external expertise and solutions — to this new, activating form of professional service.

They can qualify as certified BECOME® Practitioners and join the BECOME® Alliance: our international network of independent, certified Practitioners who help companies and brands implement the BECOME® Framework through complete BECOME® Programs.

BECOME® STUDIO

Through BECOME® Studio, organizations, leaders and BECOME® Practitioners can acquire the complete range of physical and digital products developed to make the BECOME® Framework learnable, implementable and usable every day.

Together, these products form the BECOME® Framework Ecosystem. The Ecosystem includes Eric Bartels' books and publications, diagnostics, educational materials, canvases, work methods, the BECOME® Journal and its Workspace Pads, and forthcoming digital applications.

Each product translates a specific part of the Framework into a practical instrument for discovering intrinsic identity, defining strategy, building a fully aligned tactical architecture, aligning operations and execution, and embedding the behavioral transformation required to make this inside-out way of thinking and working operational in daily reality.

These are not separate tools added to the methodology. They form one integrated practical environment through which organizations can apply the BECOME® Framework consistently across leadership, decision-making, projects, meetings and daily work.

BECOME® Studio serves both organizations implementing the Framework internally and advisors, consultants and BECOME® Practitioners applying it with their clients.

BECOME® PRACTICE

BECOME® Practice is the implementation division of the BECOME® Institute. It supports companies and brands that want to implement the BECOME® Framework fully throughout their organization through a complete BECOME® Program, delivered by one or more certified BECOME® Practitioners from the BECOME® Alliance.

Guided by a BECOME® Practitioner, a leadership coalition moves through the four integrated phases of the Framework: Identity, Strategy, Tactics and Operations. The coalition discovers and defines the timeless, multilayered intrinsic DNA of the organization; derives its three-to-five-year strategy from that identity; builds the tactical architecture required to realize that strategy; and embeds the new logic, behavior and ways of working in daily operations.

The remainder of this booklet describes how such a program works, what it contains and what it costs.

At its core, the BECOME® Program is a highly structured change-management and implementation methodology designed to activate the organization's internal intelligence, implement the BECOME® Framework throughout the organization, and embed the structural and behavioral transformation this requires.

One of the most important findings from Eric Bartels' quarter-century of research is also one of the most overlooked: we humans are far more conditioned than we realize.

If you want to make real improvements in your company, you have no choice but to become aware of and change your own behavior and that of your people. That is what most leaders and companies still do not fully understand. They think processes and procedures are enough, but that is not the case at all. BECOME® Practitioners are therefore not only professionals in the BECOME® Framework with extensive personal experience in the business world; they are also experts with a deep understanding of psychology.

The BECOME® Program integrates strategic business facilitation by experienced practitioners, behavioral expertise, leadership development and practical execution.

It builds on and further perfects the scientific research of Harvard Business School professor John P. Kotter by integrating it with the inside-out BECOME® business logic, behavioral science and the permanent leadership-coalition architecture required for complete implementation.

HOW THE PROGRAM WORKS

The essence of a BECOME® Program is that a certified BECOME® Practitioner guides a company's or brand's leadership coalition in fully implementing the BECOME® Framework's inside-out way of thinking, business logic and organizational architecture throughout the organization.

The best leadership coalitions consist not only of board members but also of informal leaders — people who are not on the board but who are highly regarded within the organization.

The BECOME® Practitioner guides and supports the leadership coalition and helps activate the intelligence, knowledge, capabilities and creativity already present within the coalition and the wider organization. A Practitioner guides participants through structured workshop sessions, practical assignments and continuous coaching and support. As a result, facilitation, coaching and execution are fully integrated into one coherent process.

1. ACTIVATION MODULES

Participants are supported throughout each complete program component through workshop sessions, practical assignments, coaching, tools and continuous support.

We offer two Activation Modules:

ACTIVATION MODULE 1

An eight-week module consisting of four workshop days for a leadership coalition of 10 participants, including the full support described above.

ACTIVATION MODULE 2

An eight-week module consisting of three workshop days for a leadership coalition of 10 participants, including the full support described above.

For larger leadership coalitions, both the number of workshop days and the overall duration increase accordingly. At the maximum group size of 350 participants, Activation Module 1 extends to approximately 20 weeks and Activation Module 2 to approximately 18 weeks.

Based on the specific phase of the BECOME® Framework being implemented, the appropriate combination of Activation Modules is determined.

Pricing is based on a per-participant model and decreases as the number of participants increases. Activation Modules are used primarily in the first three phases of the Program: Identity, Strategy and Tactics.

2. MONITOR MODULES

Following the Activation Modules, Monitor Modules focus on sustaining, monitoring and continuously strengthening implementation in daily organizational reality. They are therefore used primarily in Operations, the fourth phase of the BECOME® Framework.

We offer two Monitor Modules:

MONITOR MODULE 1

A one-year module consisting of 12 monthly Comeback Sessions for a leadership coalition of 10 participants, including continuous support.

MONITOR MODULE 2

A one-year module consisting of four quarterly Comeback Sessions for a leadership coalition of 10 participants, including continuous support.

During the first year of Operations, we recommend the monthly variant, because behavioral transformation becomes permanent only through frequent reflection, correction and reinforcement. In subsequent years, the quarterly variant is normally sufficient.

Pricing is based on a monthly fee per participant and decreases as the number of participants increases.

THE CONTENT OF A BECOME® PROGRAM

A complete BECOME® Program consists of four consecutive components, following the four integrated phases of the BECOME® Framework.

1 IDENTITY

The organization discovers and defines its intrinsic DNA: the timeless, multilayered identity from which everything else follows.

This is not a positioning exercise, a branding exercise or a process that ends with a short purpose statement. It is a discovery process.

The leadership coalition defines the intrinsic value the organization exists to create, its intrinsic purpose, its natural way of creating value, its core capabilities and competencies, its intrinsic beliefs and attitudes, and the timeless principles of its business model.

This identity becomes the permanent compass for everything the organization thinks, decides and does.

This component requires Activation Module 1, consisting of four workshop days for a leadership coalition of 10 participants, or more workshop days for larger groups.

2 STRATEGY

The leadership coalition derives the strategy directly from the established identity: the business model the organization intends to realize over the next three to five years.

Because the strategy follows from the intrinsic DNA rather than from external circumstances, it is inherently distinctive and structurally difficult for competitors to copy.

This component requires Activation Module 2, consisting of three workshop days for a leadership coalition of 10 participants, or more workshop days for larger groups.

3 TACTICS

With Identity and Strategy established, the organization builds the complete tactical architecture required to realize the strategy: the targets, approaches, indicators and initiatives through which it will be implemented.

Every existing and newly defined project becomes part of one aligned system, connected with the organization's identity, strategy and every other initiative.

As a result, the organization shifts away from reactive, opportunity-driven behavior and constant firefighting toward a structurally aligned execution model. It no longer merely responds to the market, but increasingly helps shape it. Rather than being driven by opportunities that emerge, it creates the conditions through which those opportunities arise.

Inside-out organizations are not passively shaped by their environment; they actively participate in creating it.

This component requires Activation Module 1, consisting of four workshop days for a leadership coalition of 10 participants, or more workshop days for larger groups.

4 OPERATIONS

The organization executes the defined tactics in practice. This phase is supported through the Monitor Modules, ensuring sustained progress, alignment and performance over time.

In practice, many transformation efforts fail to deliver lasting results — not because the strategy is wrong, but because behavior does not fundamentally change and gradually reverts to previous patterns. Through the Monitor Modules the newly developed logic, behavior and ways of working are continuously reinforced, embedded and sustained.

The leadership coalition remains collectively responsible for execution. During the first year it meets monthly to review progress, resolve obstacles, maintain alignment and make decisions. In subsequent years it normally meets quarterly.

Throughout this phase the BECOME® Practitioner continues to support the organization and is present at every Comeback Session — not as supervisor, but as mirror. Every organization develops its own collective way of seeing, and precisely because everyone inside shares it, no one inside can observe it.

The Practitioner therefore provides the external perspective the organization cannot generate itself: reflecting back what the leadership coalition says, decides and actually does, holding it against the identity, strategy and tactics it defined, naming the patterns that have reappeared, and facilitating the behavioral correction required. This is the difference between a transformation that fades and one that becomes permanent.

The result is not another strategy document, but a complete identity-led architecture for becoming the organization you are intrinsically capable of being.

PRICING

Pricing is per participant and decreases as the number of participants increases. Ordering modules as a single package reduces the price per participant further.

1. BECOME® ACTIVATION PROGRAM MODULE 1

PARTICIPANTS	WORKSHOP DAYS	DURATION IN WEEKS	SEQUENTIAL	PACKAGE OF 2	PACKAGE OF 3
1-10	4	8	€ 10.000	€ 9.000	€ 8.000
11-25	5	10	€ 7.950	€ 7.155	€ 6.360
26-50	6	12	€ 6.703	€ 6.032	€ 5.362
51-100	7	14	€ 6.573	€ 5.915	€ 5.258
101-200	8	16	€ 5.681	€ 5.113	€ 4.545
201-300	9	18	€ 5.323	€ 4.791	€ 4.258
301-350	10	20	€ 5.078	€ 4.570	€ 4.063

2. BECOME® ACTIVATION PROGRAM MODULE 2

PARTICIPANTS	WORKSHOP DAYS	DURATION IN WEEKS	SEQUENTIAL	PACKAGE OF 2	PACKAGE OF 3
1-10	3	8	€ 7.500	€ 6.750	€ 6.000
11-25	4	8	€ 5.963	€ 5.366	€ 4.770
26-50	5	10	€ 5.027	€ 4.524	€ 4.022
51-100	6	12	€ 4.929	€ 4.437	€ 3.944
101-200	7	14	€ 4.261	€ 3.835	€ 3.408
201-300	8	16	€ 3.992	€ 3.593	€ 3.194
301-350	9	18	€ 3.809	€ 3.428	€ 3.047

3. BECOME® MONITOR PROGRAM MODULE 1 — 1 YEAR

Prices are per participant per month.

PARTICIPANTS	COMEBACK SESSIONS	SEQUENTIAL	PACKAGE OF 2	PACKAGE OF 3
1–10	12	€ 1.500	€ 1.350	€ 1.200
11–25	12	€ 1.425	€ 1.283	€ 1.140
26–50	12	€ 1.354	€ 1.218	€ 1.083
51–100	12	€ 1.286	€ 1.157	€ 1.029
101–200	12	€ 1.222	€ 1.100	€ 977
201–300	12	€ 1.161	€ 1.045	€ 929
301–350	12	€ 1.103	€ 992	€ 882

4. BECOME® MONITOR PROGRAM MODULE 2 — 1 YEAR

Prices are per participant per month.

PARTICIPANTS	COMEBACK SESSIONS	SEQUENTIAL	PACKAGE OF 2	PACKAGE OF 3
1–10	4	€ 1.000	€ 900	€ 800
11–25	4	€ 950	€ 855	€ 760
26–50	4	€ 903	€ 812	€ 722
51–100	4	€ 857	€ 772	€ 686
101–200	4	€ 815	€ 733	€ 652
201–300	4	€ 774	€ 696	€ 619
301–350	4	€ 735	€ 662	€ 588

If the group has fewer than 10 participants, the program can still proceed; the pricing will then be based on the rate for 10 participants. “Sequential” applies when modules are ordered one after another; “package” pricing applies when two or three modules — in any combination — are ordered as a single package.

CONDITIONS

1. All program prices exclude location-related costs.
2. Unless stated otherwise, all prices are exclusive of local VAT or sales tax.
3. Invoices are issued upon agreement and are payable within 21 days.
4. Program dates may be selected only after receipt of payment and a signed agreement.
5. Dates cannot be reserved without payment.
6. All session dates must be reserved within 21 days of signing.
7. More than 90 days before a scheduled session, a confirmed date may be cancelled or rescheduled subject to a fee equal to 50% of the applicable daily program fee per group.
8. Within 90 days of a scheduled session, a confirmed date cannot be cancelled or rescheduled. The full fee remains payable, and any replacement session must be booked and paid for in full.

For all further terms and conditions, please refer to our General Terms and Conditions of Service, available upon request.

HOW TO GET STARTED

A BECOME® Program always begins with a confidential conversation with a BECOME® Practitioner. In that conversation we explore your questions, ambitions and current reality, and assess how far your organization is from the ultraperformance way of thinking and working.

If a program is not necessary, we will tell you so. If it is, the Practitioner explains why and presents a concrete proposal, after which you can decide whether to proceed.

CONTACT

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EXPLORE THE SCIENCE OF ULTRAPERFORMANCE.

To discuss a BECOME® Program for your
company or brand, contact BECOME® Practice
at becomeinstitute.com



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HOW DO YOU MAKE THE BUSINESS LOGIC OF ULTRAPERFORMERS THE DAILY REALITY OF YOUR OWN ORGANIZATION?

The BECOME® Framework models the inside-out business logic and organizational architecture through which ultraperformers think, organize, work and create exceptional value. The BECOME® Program is the methodology that activates it throughout a company or brand.

Guided by a BECOME® Practitioner, a leadership coalition discovers the organization's timeless intrinsic identity, derives its three-to-five-year strategy from that identity, translates it into a fully aligned tactical architecture, and stays collectively responsible for execution. Because plans and structures alone change nothing, the Program also builds the behavioral change that makes this way of working real.

The result is not another strategy document. It is an organization that continuously actualizes its unique potentiality in exceptional value for customers and the world, and thereby becomes an ultraperformer.

IDENTITY • STRATEGY • TACTICS • OPERATIONS