

| VISTA CABALLO |

THE MOST INNOVATIVE HUMAN AND LEADERSHIP  
DEVELOPMENT PROGRAM IN THE WORLD.

CASE STUDY:

BEN & JERRY'S



# CONTENT OUTLINE



Introduction: The Vista Caballo Methodology Section  
One: Meet Lisa Arie, Co-Founder  
Section Two: Case Study Overview  
Section Three: Interviews Section  
Four: Summary

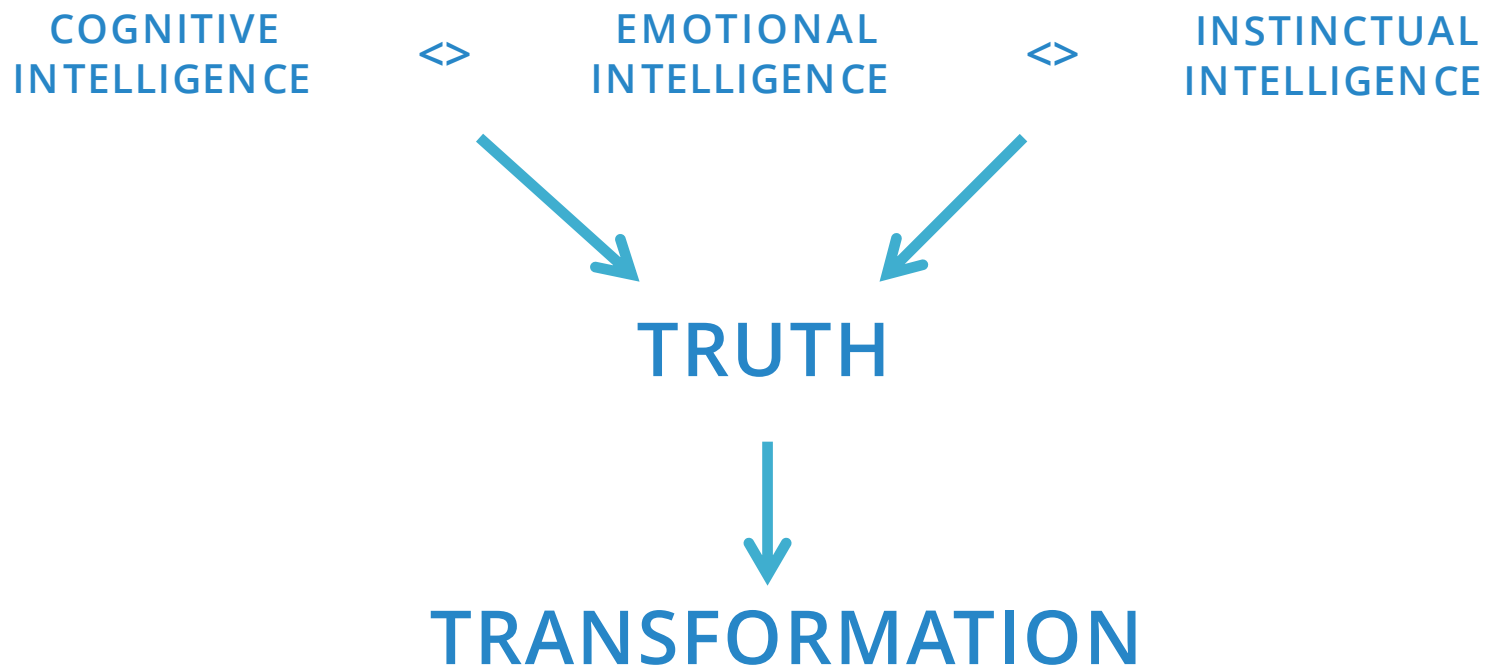
## VISTA CABALLO OVERVIEW

### Blind Spots + Comfort Zone = Perfect Storm of Less Than Desirable Outcomes

Many companies see people, productivity and ultimately profitability suffer when leaders and their teams encounter difficulties with: Communication, including intra-team interactions; unclear company goals and values; stifled employee empowerment and independence; and leaders lacking the confidence and tools to effectively lead.

When we combine our blind spots with our comfort zones, we reach the perfect storm of ineffective decisions. Vista Caballo and its methodology was created so leaders and people can avert these storms.

### VISTA CABALLO'S THREE STEPS TO TRANSFORMATION:



## VISTA CABALLO OVERVIEW

COGNITIVE  
INTELLIGENCE



EMOTIONAL  
INTELLIGENCE



INSTINCTUAL  
INTELLIGENCE

Fostering enduring change that will transform your business requires a clear assessment and understanding of your current practices:

1. What is your current approach to a pivotal risk, disruption, or challenge within your business?
2. When these arrive, how much time do you allocate to assessing the challenge of these moments? How do you know your assessment is accurate?
3. What's your process for defining what success will look like?
4. Once success is achieved, how do you approach integrating new learning into your business?
5. What tools do you use to keep yourself and/or your team focused and thinking innovatively until the outcome is reached?

Every growth trajectory, or desire for transformation, facilitated by Vista Caballo is customized and designed for your desired end result. Offerings are experiential and include active participation, ranging from brief consultations to eight or eighteen-month learning and development programs.

# VISTA CABALLO METHODOLOGY



“Your Presence Is What Transforms The World”

LISA ARIE

## VISTA CABALLO METHODOLOGY

Vista Caballo Experiences are suited for pioneering individuals and teams who are courageously committed to self-discovery as the way to transform businesses, cultures, teams, strategies and communities. Vista Caballo Experiences enhance the quality of life and therefore the quality of innovation of leaders, managers, and employees. Perceived obstacles and barriers are dismantled by the power of self-realization.

Vista Caballo uses a variety of approaches to facilitate meaningful and lasting transformation.

Methodologies include:

- Individual intelligence systems work that optimizes brain plasticity
- Digital coursework
- Individual learning and reflection
- Equine-based learning experiences in breathtaking, natural landscapes
- Integration strategies, both online and in-person, to ensure the seeds of transformation are cultivated and grow into gardens of success.

## VISTA CABALLO METHODOLOGY

The Vista Caballo methodology is structured so participants work on real-time challenges, not simulated situations. Results are instantly beneficial to the business and the individual.

When used with teams, our methodology impacts individual and team transformation simultaneously. The process focuses on a core issue a team is trying to solve and results are experienced not only in the quality of the solution, but the increased presence and performance of each team member.

Our science-based digital platform teaches each individual how to make continuous shifts in mindsets. It disrupts self-identified patterns, providing whole new realms of possibilities. This can be used in team settings or as an individual program. Individuals and teams work in a series of twelve 21-day sprints in a 252 day mastery experience, 3 minutes per day. The StillPoint Experience is focused on persistent questioning and self-reflection to enable executive function, creating a positive feedback loop of learning and supercharged productivity.

**Ten leaders working 3 minutes per day multiplied by 252 days equates to 7,560 minutes leaders spend focused on making transformative decisions.**

Our methodology provides individuals with a new way of seeing the world which dramatically improves performance as well as the ability to take in feedback and other's perspectives. This combination brings leaders to an entirely new level of awareness in an accelerated time frame. They can begin to understand how their perspectives, beliefs, and core values influence the way they perceive and interpret the world around them. And how to change them with confidence. In this clarity, they can make the decisions they need and now want to make.

The methodology doesn't focus on a specific ability but rather on how to expand thinking and mindfulness in any situation. These new levels of awareness in conjunction with the positive feedback loop of learning make the learning simultaneously stimulating and self-sustaining with an immediate and continual ROI.


## MEET LISA ARIE

### LISA ARIE, THE CEO WHISPERER



Lisa Arie is a risk-taker, a courageous thinker, a believer in the wisdom of the natural world, and a practitioner of sound scientific methodology. Perhaps this is why she is recognized as the creator of one of the most innovative human development and leadership programs in the world. Lisa teaches people to come into higher levels of presence for themselves and their work teams and opens the gateways to perception and receptivity. In so doing, Lisa is teaching the next generation of executive and management professionals to do more than just lead. She is teaching them to engage fully with all of their senses and transform the future of their companies.



A photograph of a brown horse standing in a field of tall, dry grass and shrubs. The horse is facing right, looking slightly towards the camera. The background shows a clear blue sky with some light clouds. A blue triangular graphic is overlaid on the right side of the image, containing the quote and the author's name.

“There is something about the  
outside of a horse that is good for  
the inside of a[hu]man.”

-Winston Churchill



# CASE STUDY:



# BEN & JERRY'S

## THE CHALLENGE

After 22 years of being their own company, the Vermont based Ben & Jerry's was acquired by Unilever, the world's largest consumer goods company in the world. The company needed to pivot and grow from a national company to an international company while learning how to become more interdependent with the parent company.

## THE HOW

Ben & Jerry's needed to find a way to transform their business. They recognized that other leadership programs had helped them make incremental changes. They turned to Vista Caballo to help them transform and reach their biggest goals. The first task was to discover and articulate what they needed to do to grow-as individuals and as a company. This was done in 21 days with the Ben & Jerry's leadership team using the Vista Caballo methodology. The methodology was then rolled out to strategically chosen teams throughout the company and culminated in Vista Caballo being brought in as part of Ben & Jerry's best practices to their Global Summit. In five days Vista Caballo worked with five teams, each group focusing on a team-specific productivity goal, as well as the overarching company challenge of expanding international production. The teams included manufacturing, retail, hospitality, research and development and country business leaders.

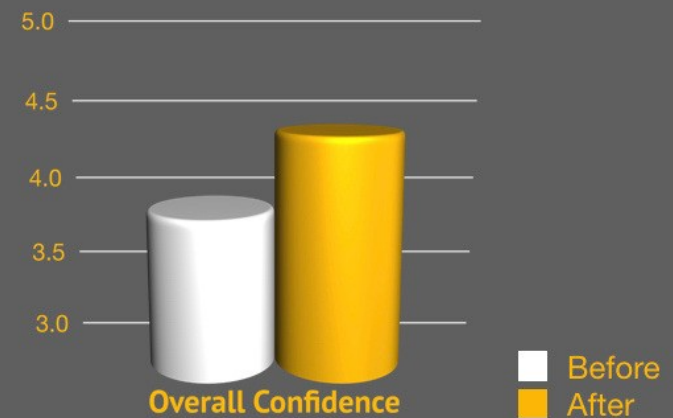
## TANGIBLE TRANSFORMATION

Vista Caballo's uniquely tailored programming ended with measurable results in employee perception of their own effectiveness and confidence, actual production increases, and overall workplace contentment.



The surveys completed after the Vista Caballo Experience not only showed improved confidence across all areas, but also the areas with the lowest confidence levels prior to the experience were precisely the areas in which the most self-reported growth occurred. Significant improvements in employee perceptions were matched by specific productivity results. Ben & Jerry's met its internal goals and surpassed expectations of key members in leadership as well as recouped its return on investment in the Vista Caballo's Experience in profits.

### CONFIDENCE INCREASES AFTER VISTA CABALLO EXPERIENCE



## THE RESULTS

- ✓ 31% IMPROVEMENT IN EMPLOYEE ASSESSMENT SCORES OVER THE COURSE OF THREE WEEKS AFTER A SIX HOUR SESSION. THIS IS NOTEWORTHY AS THE AVERAGE COMPANY PROVIDES 60 HOURS OF TRAINING PER YEAR PER KEY EXECUTIVE, BUT MOST FORGET 70% OF IT AFTER INITIAL SESSIONS, AND 90% FORGOTTEN IN ONE WEEK
- ✓ 46% INCREASE IN EMPLOYEE CONFIDENCE IN ON-THE-JOB CAPABILITIES AFTER A SIX HOUR VISTA CABALLO EXPERIENCE
- ✓ SAVED \$475K IN REORGANIZATION COSTS
- ✓ AN ESTIMATED \$100K IN SAVINGS WERE RECOGNIZED DUE TO MORE PRODUCTIVITY IN MEETINGS AND MEETING OUTCOMES

## THE RESULTS

- ✓ A NEW INNOVATIVE COMPANY-WIDE COMMUNICATIONS SYSTEM IS NOW LED BY A FRESHLY MOTIVATED MANAGER
- ✓ 25% IMPROVEMENT IN PRODUCTIVITY IN MARKETING
- ✓ 50% REDUCTION IN MANUFACTURING MEETING TIMES
- ✓ 95% OF PARTICIPANTS ATTENDING OUR GLOBAL SUMMIT ACHIEVED PERSONAL AND PROFESSIONAL DESIRED OUTCOMES WITHIN SIX HOURS
- ✓ BREAKTHROUGH PARTNERSHIP WITH THE SMITHSONIAN INSTITUTION FROM A PREVIOUSLY UNDERFUNDED DIVISION OF THE COMPANY
- ✓ BEN & JERRY'S MET ITS INTERNAL GOALS AND SURPASSED EXPECTATIONS OF KEY MEMBERS IN LEADERSHIP
- ✓ BEN & JERRY'S RECOUPED ITS RETURN ON INVESTMENT IN THE VISTA CABALLO EXPERIENCES

## HIGHLY MOTIVATED, FORWARD THINKING, COURAGEOUS PARTICIPANTS



**KEVIN FAVREAU**  
GENERAL MANAGER OF COMPANY-OWNED  
STORES, RETAIL SUPPLY CHAIN AND  
FRANCHISE DEVELOPMENT

Kevin Favreau is a general manager of three different functions within Ben & Jerry's franchising business (supply chain, franchise development, and Vermont based company owned stores). His 26 year tenure with Ben & Jerry's across a variety of functions has taught him the importance of effective coaching, mentoring, and leadership through empathy, appreciation and personal connection. Prior to Ben & Jerry's, Kevin proudly served in the U.S. Marine Corps as an infantry squad leader.



**JANE GOETSCHIUS**  
SENIOR HR MANAGER

Jane Goetschius is the global human resources leader (aka People Mission Manager) at Ben & Jerry's. She serves on the global leadership team and collaborates across a complex, highly matrixed organization to deliver the people agenda for B&Js. She always knew that developing human potential was important. Since then, Jane spent her entire career in a discipline that she's found fulfilling. Jane has successfully lead several organizational renewal projects at Ben & Jerry's generating the people energy to double business and grow the social mission impact.



**DEBRA HEINTZ, PH.D**  
GLOBAL DIRECTOR, RETAIL

Debra is currently the Global Director of Retail Operations for Ben & Jerry's. In this position she leads all of the efforts regarding their scoops shops on a global basis. Her educational background includes an undergraduate degree in Marketing from the University of Connecticut, a M.B.A. from the University of Vermont, a Masters in Engineering from Rensselaer Polytechnic Institute, and a Ph.D. in Health Science from the Union Institute. She also obtained APICS and NAPM certifications.

## TESTIMONIALS ON TRANSFORMATION

"I credit everything back to this experience. I'm still in the mode where I'm crediting everything back to The StillPoint Experience, not because I want to say that, or I feel like I have to say that, but because I firmly believe that that was the unlock. The changes that we've seen in these people, and the work that is going on here, everyone is just over the moon."

KEVIN FAVREAU  
GENERAL MANAGER OF COMPANY-OWNED  
STORES, RETAIL SUPPLY CHAIN AND  
FRANCHISE DEVELOPMENT

"I was able to see the difference in a positive way, joyfully exploring my own leadership, seeing it in a different light. It taught me a huge lesson, huge. It's a fabulous way to learn. Lisa was very creative in how she used many of the experiences to tie to stuff that we were dealing with in the organization."

JANE GOETSCHIUS  
SENIOR HR MANAGER

"People have asked me how we turned around our sales picture for my part of the organization, and I truly believe that one of the biggest unlocks was through this methodology and learning to work well together. This was the breakthrough we needed in terms of trusting and sharing ideas and building on each other's ideas effectively."

DEBRA HEINTZ, PH.  
GLOBAL DIRECTOR RETAIL

# KEVIN FAVREAU

## DIRECTOR OF HOSPITALITY

What was your initial reaction to The Vista Caballo Method?

I came in to this experience pretty resistant. I thought, "So wait a minute, you want me to just sit and do nothing, and just observe my thoughts for like, two minutes a day? That's crazy". Fast forward several weeks, and as a manager I really became a different person. I started being seen by key players in the organization that mattered. At first blush, you look at this stuff, you might think there's no way that this could possibly work, but if you just follow the program, and you spend that two minutes to five minutes extra per day, you really do start to see things differently.



### What are some direct results you've seen through the Vista Caballo experience?

I'm floored... Good feedback coming my way now is a pretty regular thing. I swear, an hour ago I was in the hallway, and our CMO stopped me, and said "Hey, just wanted you to know, your name just came up at our marketing and advertising knowledge circle, and a few people called out how awesome the work is that your group has done with the Poor People's Campaign and the Smithsonian." That stuff happens frequently now. I defer it back on to my managers that work for me, because they're really the ones who have to do all the hard work.

I credit everything back to The StillPoint Experience. I credit everything back to Vista Caballo, not because I want to say that, or I feel like I have to say that, but because I firmly believe that that was the unlock. The changes that we've seen in these people, and the work that is going on here, well, everyone is just over the moon.

### Would you recommend the Vista Caballo experience? Who would you recommend it to?

I would definitely recommend it. There has been a significant return. Whether its sourcing and procurement, supply chain, marketing; I think key leaders is who comes to mind. Whether they're leading 500 people or 5 people... If that leader can have an impact on the organization by balancing their thinking, and learning to work with their balance points, and all the other things that come with the StillPoint experience.

# JANE GOETSCHUIS

## SENIOR HR MANAGER

What made you decide to implement the Vista Caballo method? What were the outcomes you were hoping for?

I didn't really believe that doing some of the two to three minutes a day was going to make an impact. But it did. So I was sold on the approach. I practiced a few new things and then I was able to get more done in less time. I got much clearer on my priorities. It was real time, big changes were occurring and I could see that my perspective was changing. I could feel the impact for me. The results were there. It is simple, and it's so simple that you think it can't be that easy. It can't be that effective. But here I was doing two to three minutes a day jotting down a few things, looking at my flashcards, gaining insights... By just slowing down for one to three minutes created a huge impact.

I support a global organization, and I needed a different way to deliver development or work that wasn't all face to face. I knew I needed to help leaders grow themselves. And so I saw this tool and method as a way to do that. We're pioneers and innovators. My hope was that it would create the energy for this pivot that we needed to implement. Certainly, this was a significant catalyst in that. It was a whole process and tool kit that we put together that really helped and the horse work helped to pivot this organization, and I think that it also helped in the speed of that.

What results did you see within your team? What was it like working with the horses?

We just started to see people show up differently. Vista Caballo helps you break down your biases and open up your perspective.

Seeing the impact from the online work gave credibility to Lisa and so I was very open to hear about how she used these horses. The horses can sense how you show up, whether or not you're present. It's not something that you can push away. You can't force a horse. And to see each of the leaders go into the arena with the horse and witness their leadership style showed up so clearly... It was such a lesson in true leadership that's moving energy and productivity. I got the horse to run. When you're running a whole organization, when you're running with the horse, eventually you're going to get tired and it was such a beautiful symbol of my leadership. I do sometimes get tired because I'm running and cheering you on versus watching you.

I was able to see the difference in a positive way, joyfully exploring my own leadership, seeing it in a different light. It taught me a huge lesson, huge. And you can see that effortlessly walking up to the horse and getting to know it is like walking up to a problem and getting to know it first. It's a fabulous way to learn. Lisa was very creative in how she used many of the experiences to tie to stuff that we were dealing with in the organization.

## DEBRA HEINTZ, PH.D

### GLOBAL DIRECTOR, RETAIL

What was your initial reaction to the Vista Caballo Method? What were some outcomes you were hoping for?

I manage the retail operations organization, so I manage a network of about 600 stores across 24 countries. And so for me, this was around, "All right, how do we get that next level of growth? How do we eliminate whatever the shackles are that would keep us a little bit slower and enable us to go faster?"

It was fantastic because my whole staff did it together, and so we shared, "Well, this is what I learned about myself, this is what I learned about others, what is your style, what's your go-to?" My go-to was persistence at that point, and what I needed to work on, through Vista Caballo, was vision. I could actually feel myself as I talked to other staff members connecting at a different level because I would say, "I don't want to use my persistence and nag you to do this, but my vision of how this needs to be is this." And so we were learning a new tool, a new language, a new style and reinforcing it with each other. It was really good, and some of the discussions that we were then able to have were quite deep and quite a bit more effective.

## How did your staff react to working with the horses?

There was a little bit of resistance there, probably more than I even knew because I'm a horse person. I know horses. But once people got out there, it just created an environment where people were more open to talk, more present, felt a sense of family or connection.

We went into the arena and Lisa said, "The horse will pick out and connect to someone based on what the horse needs and what they think you need." And darned if that horse didn't go over to someone who was highly anxious about being around the horses, that tends to put up a very strong front but actually has a huge depth of feeling, and is probably one of the most caring staff members I have but tries not to show it... And this giant black Friesian horse just walked right over to this person, put their head on their shoulder, and just stood there as if to say, "I'm here for you." And literally, the person almost cried. It was so touching. The horse was a 1200 pound reinforcement of what we talked about. It was in your face. This is the message.

Out of the training, a few of us realized, "Oh. If they don't feel safe, then they ..." You have to have a safe environment. If someone doesn't feel safe, they act out in funny ways. And so the conversation isn't "Why are you acting out?" The conversation is "Do you feel safe? What maybe don't you feel safe about? Oh, you weren't included in this meeting. Well, that was because of this." And you do a bit of this versus that.

## What are some direct results you've seen working with Lisa and The Vista Caballo Method?

I'm seeing a whole different level of stepping up. It's just a whole different conversation, and the Vista Caballo Method causes you to address the root cause versus the action, which then means you're just a much more effective organization.

Revelation alone doesn't change the person because now they have to have a reinforcement. But with the whole team seeing it, we could help by reinforcing going forward. When training is all intellectual, it only goes so deep into our DNA. But when you use an experiential element, learning can go much deeper. And it more welds to who you are. There's an added level of welding.

And so it's just the effectiveness, the honesty, the authenticity of the communication absolutely ramps up. Now, how that affects the P&L? Well, immediately you see lower costs because things are solved more simply and you see higher sales because people are more motivated around that.

People have asked me how we turned around our sales picture for my part of the organization, and I truly believe that one of the biggest unlocks was The Vista Caballo Method and learning how to work well together and how to create a learning environment. To get to the next level, I believe this was the breakthrough we needed in terms of trusting and sharing ideas and building on each other's ideas effectively.

# SUMMARY



"We applied this methodology to create an intentional high performance culture. We learned how to transform our company to become a truly collaborative and interdependent community. When you are fully present and focused on what's going on in the moment it allows you to develop your own inner resources, build your own tolerance, your own openness to ideas, your own thinking methodologies. It sets the tone of the organization. The Vista Caballo methodology allows you to connect with others through a common language, through presence and through your lens to being more receptive. You are ready to really connect truly with your teammates, your employees, your partners. It brought a whole new level of sharpness to self-awareness, which allowed me to confront some things I wanted to change. It gives you simple tools by which to change."

- Jostein Solheim, CEO, Ben & Jerry's

Seeing the world through Vista Caballo's proven methods founded on science and human psychology helped Ben & Jerry's transform themselves. They met their self-defined goals and are also equipped to meet the business changes that came with meeting those goals. The company saw tangible returns in increased cross-divisional productivity, profitable decision making strategies, improved leadership capacities, and the realization of key innovations.

VISTACABALLO.COM

"We can't align our intent with impact If we don't know who we are."

Lisa Arie

# IS YOUR COMPANY ..... READY FOR TRANSFORMATION?

Apply to have your company evaluated and selected for  
The Vista Caballo Method.

Contact: Lisa Arie, Co-  
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For more information, visit: [vistacaballo.com](http://vistacaballo.com)

