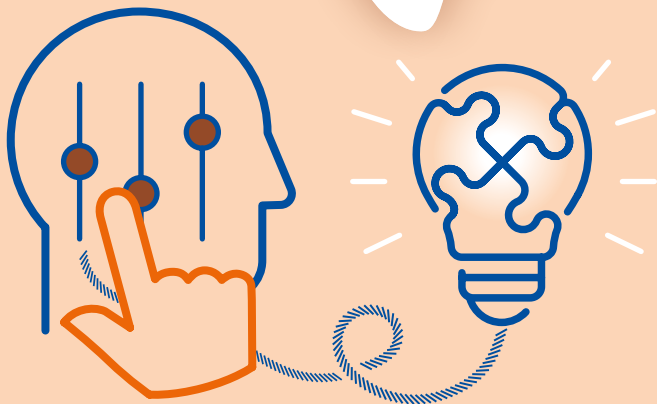


Beyond Knowing

***Sensing the impact of a change
before you make it***

Wim Jurg

September 16, 2026



A concise introduction to branding constellations

Beyond Knowing

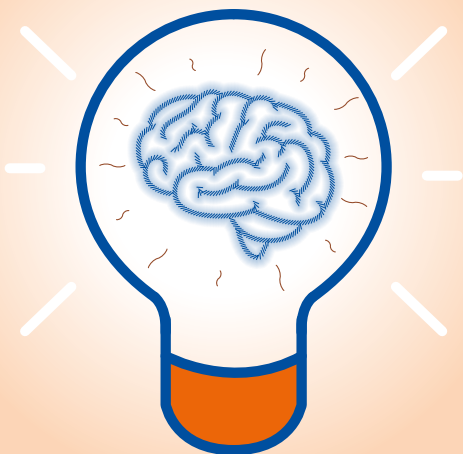
*Sensing the impact of a change
before you make it*

Wim Jurg

September 16, 2026



BRANDING CONSTELLATION
FROM OPPORTUNITY TO REALITY



"I see it when I get it"



Foreword

Would you like to sense the impact of a change you wish to implement in your work beforehand? Then this booklet is for you.

Subconsciously we know much more than we think we do, and there is a method to make us aware of it. An approach that allows us to experience whether a potential alteration will work before we make it and ensures that we act in line.

I thank everyone who contributed to this booklet. Special merits go to designer Stephany Thijssen, author Ellen Postma and photo editor Danja Politis. I am also grateful to the guided entrepreneurs and marketers, the coaches who took my training, and the collaborators in my branding constellations research.

I wish you inspiring insights while reading this booklet, Wim.



Colophon

Text and editing

Wim Jurg and Ellen Postma.

Design and lay-out

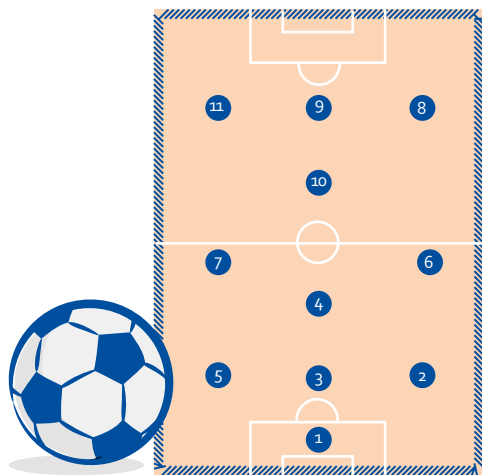
Vormplan Design, Stephany Thijssen.

Honoring 25 years of infosyon.

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The beginning

It is 1999. For my 42nd birthday, my half-brother Gert gave me a book on Bert Hellinger's family constellations, written by Gunthard Weber and Hunter Beaumont: *Love's Hidden Symmetry*.

I read about a workshop where a participant addressed a chronic life issue by casting fellow group participants as members from her family of origin. By positioning them in the room and letting the facilitator interview them, she relived her childhood dynamics and felt its impact on her daily life.

As a soccer coach, I saw this instantly. Instead of drawing the lineup on a whiteboard, I had my players physically stand in their tactical positions in the locker room. By taking it off the board into real space I could sense where the chemistry was clicking and where the friction was slumbering under the surface. It gave me a clear roadmap of what to focus on during our matches.

After reading this book, I registered for a family constellation workshop facilitated by Gunthard Weber.



At the start of the workshop, Gunthard asked if anyone had a case that required setting up just a few people. "That works perfectly for me," I said, "We only need three: my mother, my little sister, and me. My father died when I was two, so he isn't needed."

I asked three participants to represent my mother, my little sister, and myself. Then I gave each of them a place in the room that felt right to me.

When Gunthard saw my positioning of these three stand-ins, he said: "It looks like someone is missing."

I had no idea. I still remember clearly today how the other attendees looked at me in surprise. Apparently, they did see it: my father was missing!

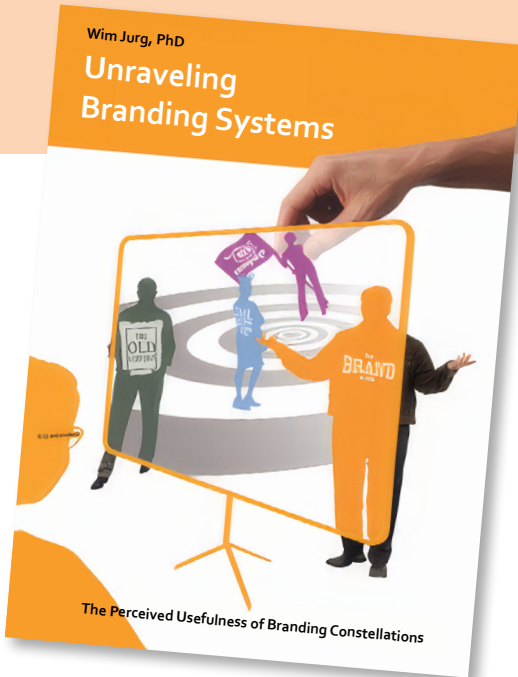
When I subsequently chose someone for my father and positioned him in the configuration, I felt how intensely I had missed him. Now that I saw it, I realized how, as a two-year-old, I tried to take my father's vacant position. And how my current pattern of excessive responsibility is connected to this.

I already knew that there is more at play than what I am conscious of. As a lecturer at the Open University, I saw the same thing: one does not arrive at answers that matter in research using questionnaires or interviews.

What I discovered in this workshop is that there is a method to make the subconscious visible. I wondered: "Could you also answer questions about considered branding changes using constellations?" That became the subject of my PhD.

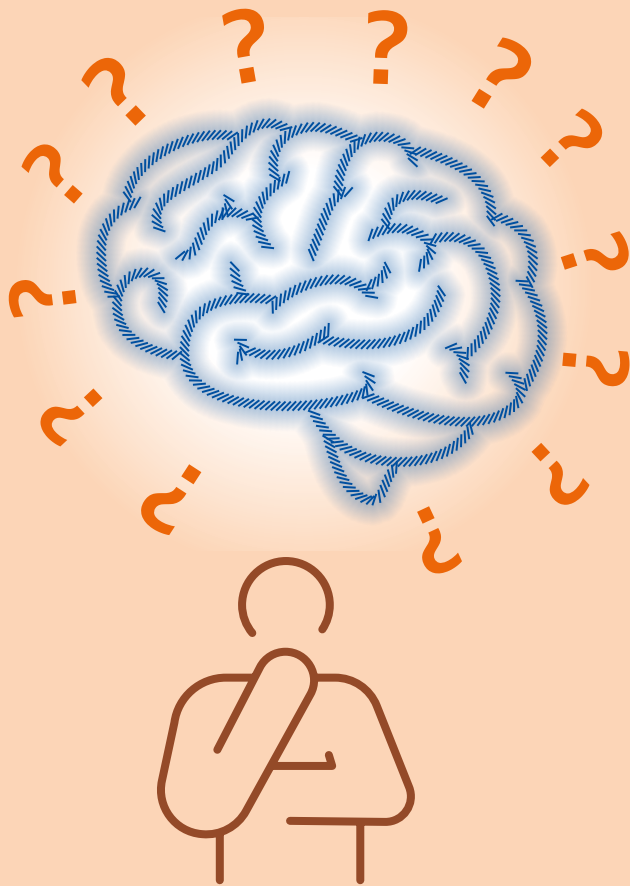
The fifty brand practitioners who took part in my study intensely felt the impact of the changes they were considering. The brand experts who stepped in as stand-ins during the public sessions were amazed that a method worked where the participants had no idea what it was about, and shocked by the emotions they felt themselves as stand-ins.

By now, I have guided over a thousand entrepreneurs and organizations. I call it *brand development*: letting people sense the consequences of a potential alteration and subsequently supporting them in realizing it. The process always begins with someone realizing that they do not know the effects of a considered change.



PhD thesis

<https://brandingconstellations.com/literature/unravelling-branding-systems.pdf>



When you do not know it yet

Our work generally comes in waves. Sometimes things run smoothly, sometimes there are hiccups, and at times you feel that something is going on beneath the surface. Often, we can't quite put into words what is going on. And during busy times, we usually don't take the time to think about it either.

Perhaps your company name no longer feels appropriate, or you have been thinking about updating your corporate identity for a while.

Maybe you are not yet sure if a new product idea you have in mind will fit your clients. Or perhaps you are receiving fewer clients than you are used to, and you don't quite understand why.

The choices we must make at moments like these have one thing in common: we can't just try them out in practice. You can't test a new name for a few months with the people you want to reach. You choose, and then you live with the result. Or you adjust it again afterwards, with all the energy, costs, and time that this entails.

When assessing the effects of a change, the most common reflex is to base it on what we personally find logical. Or to ask others. But does that work for you? Usually not for me. I generally feel that neither I nor the people I contact really get it.

The fact is that we have no idea what we know. Our conscious brain processes an estimated 10 to 60 bits per second, while our senses handle between 10 million and a billion bits per second. The exact numbers vary depending on how they are measured. But either way: we process more than 99% of the information we receive subconsciously.

A large part of what we know about our own field, our clients, and what does or does not work for us, resides at a level we cannot reach through thinking. That applies to us and to the people we ask.

So, we make choices about our work based on a fraction of what we truly know.





Henry Ford, who brought the car to the people, put it this way: "If I had asked people what they wanted, they would have said: a faster horse." People cannot say anything sensible about what they do not yet know, and they can rarely explain why they feel something. History is full of examples of market research that yielded meaningless results.

When Sony wanted to launch the Walkman in the late 1970s, consumer panels indicated that no one was waiting for such a device. Sony did it anyway, and the Walkman changed the way people experienced music. Something similar happened with the iPhone in 2007: beforehand, people said they didn't want a touchscreen, but now it seems we can no longer do without one.

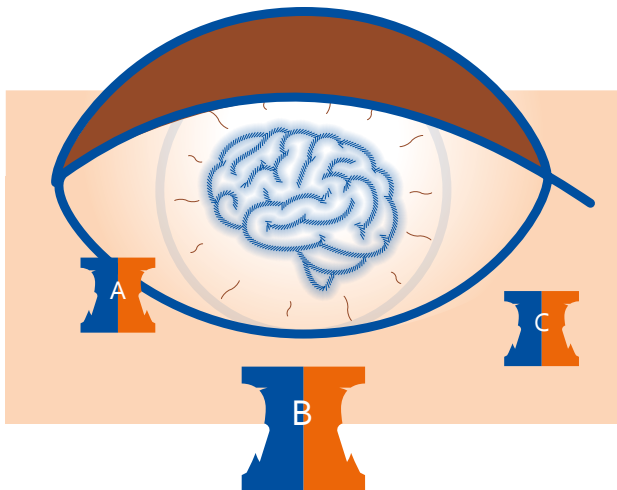
It works the other way around too: Google Glass, the smart glasses from 2013, scored well in pre-release tests and entered the market with high expectations.

In practice, things turned out differently: people felt uncomfortable around those wearing the smart glasses, and those wearing them felt uneasy in public.

After thorough research, Spotify recently marked its 20th anniversary by replacing its iconic green circle with a glittering disco ball.

Listeners immediately blasted the new look as ugly and confusing, prompting widespread demands for the return of the original logo. Even though Spotify explicitly clarified the redesign as just a temporary celebration, users reacted with an intense sense of frustration, feeling completely misunderstood.

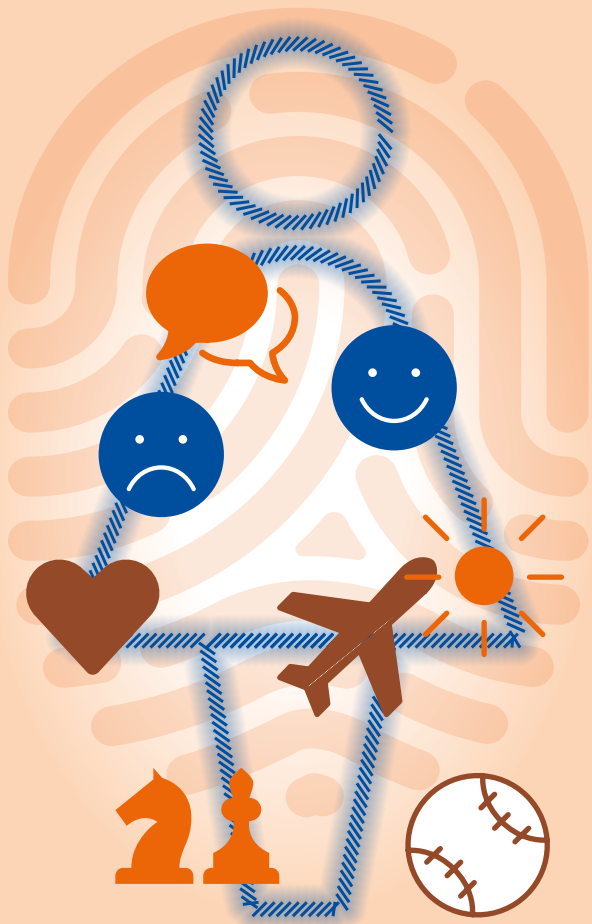
What people say does not predict what they actually want.



To decide properly, we need a method that makes our subconscious visible. Because that layer determines what people feel about your work and why they do or do not choose you.

A way to experience whether a change fits the image people already have of you. That is the branding constellation.

To understand how this method works, it is helpful to take a closer look at something most people think they understand. Something that is much broader than most realize: the brand.



A brand is more than a logo

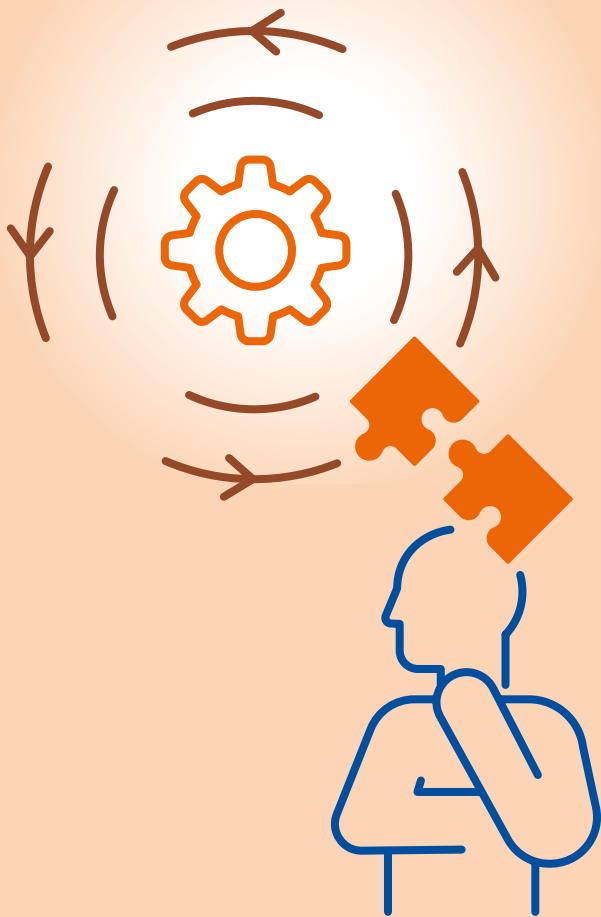
When it comes to brands, almost everyone thinks of large companies like Apple, Coca-Cola, and Nike. Virtually no independent professional thinks of themselves. Yet they too are a brand.

A brand is anything that evokes feelings in those who know it. For me this includes Wim Jurg, soccer, Cruyff, brands, the Netherlands, Hellinger, family constellations, organizational constellations, branding constellations, and infosyon.

If you work under your own name, your company is one too. Your family is also a brand. Even you are one. Wherever people attach expectations to something, a brand is created.

However, people's perceptions are not only formed by what they have seen of you, but also by everything they have experienced before and besides you.

Therefore, you can only steer the image people have of your company to a small degree. Just as I am trying to broaden the general perception of brands a little here.



The human brain loves logical coherence. It registers in a fraction of a second whether things fit together or not. We cannot explain where the problem lies, but we sense it immediately. And as soon as our brain finds something off, it reacts reflexively and creates distance.

Just think of a fake smile. Someone smiles kindly at you, but deep down you know something isn't quite right. The muscles around the mouth participate, but those around the eyes don't. You feel that something is wrong, and so you disengage.



Suppose you hired a copywriter to rewrite your LinkedIn page, and that person thought "I will state in strong terms everything this person is capable of and has achieved."

Then the readers meet you: you are more cautious than the LinkedIn text had suggested. They cannot pinpoint what is wrong, sense something, don't fully trust it, and decide not to do business with you.



The reverse is just as true. When everything you present fits together, what you do and who you work for, your clients' brains register that as well.

The result is that they will trust you. They easily connect with you. The people who approach you then naturally fit you, because the image they have of you corresponds with what you do and say.

Your brand is not just your logo, website, or character. It is a working whole, built from everything that people around you pick up from you: your way of being, the people you attract, the assignments you accept. A system is constantly in motion.

Change something on your website, and the way people perceive your work shifts along with it. If you go for a new target group, what existing clients expect from you changes. Adjust your rates, and your position in the broader field shifts. Everything is interconnected.

A brand is a system, just like a family or an organization. You cannot take the whole thing apart piece by piece, change a part, and assume that the rest remains as it was.



You only truly get to know the system when you start changing something within it.

In 1958, for example, Mao ordered farmers to kill sparrows to save the grain harvest. The following year, locusts destroyed the harvest. Mao had not considered that sparrows eat locusts in addition to grain.

If Mao had been aware of the bigger picture, China would have been spared a famine.

Many changes turn out differently than intended: they are treated as a choice regarding one or two elements, while they are an intervention in a living whole.

The power of a branding constellation is that it lets you feel whether a change fits with what you were already doing and whether that change will contribute to the development of your company.

Or whether something else is needed.



Feel before you change

In a constellation, you experience the consequences of a considered change by giving the most important elements of the system a place in the available space.

This can be done with a facilitator and a group of people in a room, as described at the beginning. It can also be conducted with objects such as figures, stones, blocks, or anchors that the facilitator has brought along. Or with what is on your table.

Together, you feel which elements matter most. Which elements these are depends on your question. The more concrete the elements you set up, the more concrete your insights.

If you are hesitant about accepting an assignment, you will probably first place yourself, your company, and the key assignments you are working on and have planned. Next, you might add the client and new assignment.

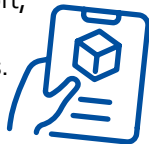
If you want to know the effects of a name change, you might first place your current name, logo, core product, and ideal customer before introducing the new name.

Once you have placed the elements of the current situation, you look at the whole and sense what that does to you. You pay attention to how the parts relate to each other and what you experience with each of those. And how that differs when you view them from another angle.

The moment of truth arises when you introduce the change into the configuration. You do this by adding a new element or switch it with the component it is intended to replace. Next, you assess the entire system again.

At that moment, you naturally feel where things are uncomfortable and where they are right. Perhaps you experience struggle or gain energy. Your body does not lie. That is the beauty of this method: you sense the effects of the considered change immediately.

During this process, the facilitator asks questions about what is happening within you. He might also invite you to reposition an element based on your dialogue. He takes photos or videos for the session report, which you receive afterwards. It is meant to help you reflect on and integrate your insights.



Martijn van de Polder had written an inspiring, beautifully designed coffee table book, named *Luwte* (Stilness). It was intended to meet the need for calm amidst the daily storm for his target audience, self-employed entrepreneurs in the healthcare sector. This is his story.

Martijn's story

I wondered how I could ensure that my book would resonate well with my target audience. My constellation question was: How can I ensure that the reader takes the step towards my company?



I positioned four elements using floor anchors: Martijn as a person (blue), Martijn as a company (yellow), the book (pink), and the new client (purple).

When I stood on the book anchor, I felt that it was light and supportive. Like a surfboard: the book wanted to surf towards the reader. But it was not located near the new-client anchor. It lay much closer to Martijn-as-a-person, and I realized how much I was still cherishing my book.

On the new-client anchor, I experienced curiosity towards the book, but no action to pick it up. From here, I wanted to move the book closer to the new-client, which I did after my facilitator invited me to do so.

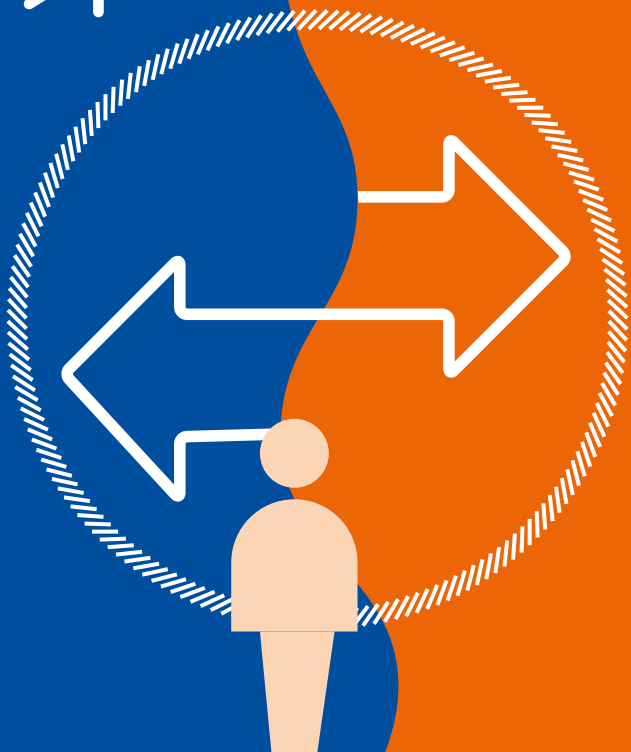
When I stood on the new-client anchor again, the book's pink mat seemed to light up. I sensed that now the new-client wanted to pick up the book. On the book's position, I felt an uplifting energy and that it liked to be picked up by the reader.

Thanks to this constellation, I felt the effect of my inability to let go. I did not really give potential readers access to my book. It needed to make its own way from me as a person toward the readers. Without the pressure that whoever read the book should hire my company.

That is why I now plan to ensure that it ends up in public bookstores and waiting rooms rather than reaching out only to potential clients. Furthermore, I decided to add pink to the cover to give the book a more friendly and inviting appearance.



Martijn's story shows how the constellation helped him let go of his book. And of his idea that his book must generate new clients immediately. The goal of the book is that his target audience feels understood and supported by him.



Knowing is not yet changing

In the world of family constellations, it is generally believed that what we have experienced will naturally find its way to us. For changes within a company, this usually does not work.

We really must get to work on the intended change. If we do what we always did, we will get what we always got. Doing something different than before often seems much easier in a constellation than it turns out to be in our daily life.

We usually need to break with old patterns that spanned many years. That is not easy. Neither for ourselves, nor for the people around us. Changing means saying goodbye to the familiar. If we leave things the same, we do not have to face the unknown; nor does our environment.

Many constellations with self-employed entrepreneurs show how difficult it is to balance their own development with customer expectations. Moreover, it often clashes within themselves with what is normal in their family.

For example, many freelance professionals implicitly believe that they reduce their family tension by adopting a fictional company name rather than their family name. Unfortunately, such actions usually only mask their underlying conflicts.

Constellations make it possible to experience these tensions and to deal with them in our daily life.

I facilitated a constellation that demonstrates this with the writer who helped me create this booklet, Ellen Postma. She shares what she experienced during the constellation and afterwards.

Ellen's story

Before I started my own business, I worked as an employee. It was a nice job with opportunities and security, but I wanted more space for my own development. More chances to choose and follow my own path, without having to meet the conditions of the organization. I thought being self-employed would suit me better. Next, I created a very personal website.

Recently, I found it too personal. I wanted more distance from my company. To come across as professional, I adjusted my website: sleeker and more business-like. I had figured this would attract more clients. The opposite happened: the warm and personal approach that characterizes me was no longer visible on my website. In fact, fewer clients came. The cohesion that Wim talks about was clearly no longer in operation.

I felt things had to change, but I didn't know how. When Wim crossed my path as a client for co-writing this booklet, it was the obvious choice to conduct a constellation session on this issue. To sense it myself. The question became: "How can I show a more personal side of myself on my website?"

*I set up three elements: Ellen (**E**), my Business (**B**), and my Operating income (**O**). Once these were in place, I immediately experienced how abandoned my company felt. I had literally distanced myself from it. I wanted it to fend for itself with a sleek website, so that I could take a bath to recharge.*

*When I looked at my Operating-income and my **B**usiness, I heard them whispering: "Do you know what we should do?" Operating-income said to my **B**usiness. "No, neither do I" was the response from my **B**usiness. Poor souls!*



Wim then invited me to position Ellen directly behind my Business and my Operating-income. That felt much better.

In a flash, I experienced what my clients want: professionalism and a human being connected to the business transaction. The fact that everything looks neat online and shows that I deliver proper work, is irrelevant if I remain at a distance as a person. And that bath in my background? On a deep level, my client wants the person working for her to take good care of herself too. As an inspiration to maintain her own work-life balance.

The constellation really connected me to my company again. It made me aware of my anxiety that my personal life would be directed by my enterprise activities. But I became aware that I steer my firm rather than the other way around. I decide when to plan time for myself to take a bath, go cycling or camping.



The constellation provided me with a clear answer to my question: The tone on the website should return to my own voice. A motivating outcome that I planned to work on.

After the constellation my business was running better and my daily routine returned. I also had been working on a book for another client, and I had various other projects. I felt appreciated and trusted by my clients. Although, from time to time my work-life imbalance resurfaced.

Before I knew it, two months had passed in which my website remained the same. For now, my neat website poses no problem. But what if these assignments are completed? There is a good chance that my website issue will resurface then. It is simply sitting in the background, waiting for me to give it attention again.



What Ellen describes is a common situation. You conduct a constellation, gain deep insights, and are subsequently caught up by the demands of the day.

Without external support, we remain the strategist, the executor, and the critic guarding our old patterns. Thus, there is a high chance that our daily practice takes over. And little changes.

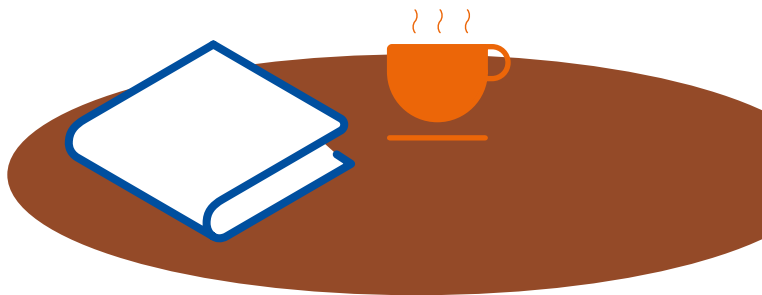
The conversion from opportunity to reality is facilitated when we are supported. Especially, when we do the transformation process together with the person who was also present when we gained our change insights.

This also applied to Martijn's book. After a month, he emailed me the following.

After the book launch and distribution, I gradually returned to business as usual: less attention to the book, more attention to my daily work with clients. Book sales began to stagnate.

I looked once again at the report of my constellation. It made me remember what it had shown me: when I want people to pick up the book, I must make it really easy for them to do that. The constellation is not a one-off event, but the start of a process. It works especially well if I allow myself to be systematically guided by my facilitator.

These examples show that conducting a business change often looks rather simple during a constellation but is generally hard to accomplish in real life.





Closure

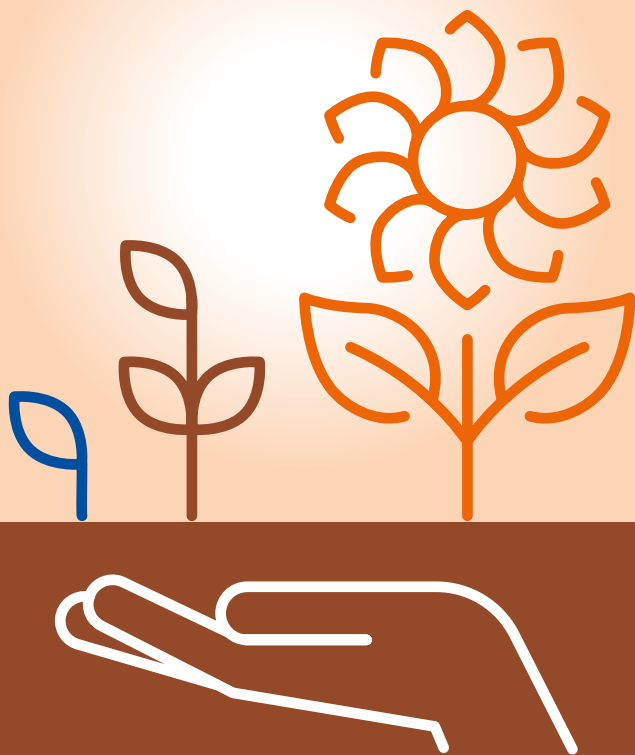
A branding constellation fits anyone standing on the eve of a change. Whether you are self-employed or managing a company with hundreds of employees.

My dissertation features the example of MultiCopy, a franchise organization. Independent entrepreneurs, the *franchisees*, use the concept of MultiCopy, the *franchisor*. Until 2002, MultiCopy ensured that private individuals and students could copy and print easily and professionally.

In 2002, it decided to focus on businesses. This raised the issue of changing the brand name as well. The marketing director hired an agency for this, but he felt that something was not quite right and conducted a constellation on it.

The constellation showed the marketing director that a name change would yield nothing. The issue was that the strategic shift was made without consulting franchisees.

He now realized that their entire marketing needed to be overhauled; that even their location was now up for discussion. So that was what he needed to work on rather than on a new brand name.



Branding constellations are about the moment when you want to change something in your work or organization that does not feel right.

However, it is not easy to admit that you do not really know what will happen after your alteration. After all, you are paid to know, not to feel.

Yet, experiencing what goes beyond what you know is perhaps the most inspiring thing you can do for yourself and for your company.

It allows you to break the old patterns and make the meaningful change you desire with the support of your facilitator.

Thank yourself for taking the time to read this booklet, and I thank you.

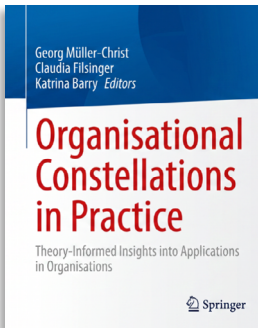
I wish you many wonderful changes, Wim.

Want to know more?



Branding constellations

<https://brandingconstellations.com>



Chapter 12 Branding Constellations - from Opportunities to Realities

<https://brandingconstellations.com/literature/branding-constellations-from-opportunities-to-realities.pdf>

Your comments are warmly welcomed

wim.jurg@brandingconstellations.com

+31 6 107 44 198



Are you planning a business change such as a new name, a logo update, a product launch, or a new partnership? And would you like to sense its impact before you alter it? Then this booklet is for you.

BRANDING CONSTELLATION FROM OPPORTUNITY TO REALITY

Wim Jurg (1957) studied econometrics and psychology. Wim obtained his PhD in 2010 with a thesis on branding constellations. He has been guiding entrepreneurs and marketers through change for over forty years. Until his retirement in 2024, he also taught marketing, research, and change management.

 **WIM JURG**

