

# Hidden

[www.hiddenintel.com](http://www.hiddenintel.com)

**Prepared By:**  
Stephen Belenky

The Equine Collaboration Summit

*Signal Report*

*Cutting Through the Noise, Finding the Way Forward*

# Hiddn

Dear Stakeholders,

Thank you for your candid input and time during the recent interviews. We know your time is valuable, and your insights have been critical in shaping a clearer path forward.

We heard you. The *Equine Collaboration Summit* won't be just another meeting. It's a chance to reset the conversation, cut through the noise, and focus on what genuinely matters to the equine community.

This report reflects the patterns, tensions, and levers you identified, offering a foundation for the work ahead.

-Stephen Belenky, Summit Facilitator, Hiddn

# Hiddn

## WHY NOW?

We believe the equine industry stands at a crossroads. Generational shifts, funding pressures, and the need for a unified voice have brought us to a moment where collaboration is not just beneficial — it's essential.

We have an opportunity to take meaningful steps together, or risk being sidelined by more unified and well-resourced industries.

# Hidden

## THE SET UP

Every challenge has layers. That's why our approach to these interviews is to identify not only what you [the stakeholders] believe is happening, but why; to surface the real drivers behind the patterns so that meaningful change is possible. In this report, we identify:

- **The Tensions:** The points of friction that hold back progress
- **The Patterns:** the habits and behaviors you see in the industry day to day.
- **Core Forces:** the underlying beliefs that often go unspoken but influence these patterns.
- **The Levers:** the conditions you believe are necessary to make the Summit a success, moving collaboration from *stuck* into *motion*.

Thanks to your feedback, we can now make a focused effort to break the loop and create momentum.

# Hidden

## WHAT WE HEARD

Across 10 interviews, several common themes emerged:

- **Shared Commitment, Diverse Goals:** Stakeholders are deeply invested in the industry's future, but there is a wide range of priorities and visions for what success looks like.
- **A Call for Coordination:** Many expressed a desire for better coordination, fewer silos, and a more unified message to external stakeholders, including policymakers and funders.
- **The Trust Gap:** Mistrust between different segments of the community is a recurring challenge, limiting effective collaboration.
- **Fatigue and Fragmentation:** Many leaders feel overwhelmed by the pace of change and a lack of clear, coordinated direction.

# Hidden

## BOTTOM LINE

- Collaboration is wanted but not always trusted.
- Fragmentation and duplication are widespread.
- Sustainable funding, clear standards, and succession planning are shared concerns.
- Shared pressures and unproductive patterns are rarely discussed openly and honestly.

# Hidden

## THE TENSIONS

These are the moments where collaboration either breaks down or breaks through:

- **Growth vs. Tradition:** Balancing innovation with the preservation of the industry's heritage.
- **Coordination vs. Independence:** Finding a way to work together without compromising autonomy.
- **Leadership vs. Consensus:** Moving from broad, performative consensus to clear, decisive action.

# Hidden

## THE PATTERNS

These are the observable dynamics you see day to day:

- Low summit attendance in past events → Perceived redundancy in programming
- Collaboration fatigue → Fear of misaligned agendas or donor conflict
- Underutilized capacity-building → Focus on survival over sustainability
- Missed cross-sector opportunities → Industry silos remain intact

# Hidden

## THE CORE FORCES

This is what's operating below the surface:

- Passion-driven orgs with lean teams, stretched boards, and aging supporter bases
- Complicated grant structures, few shared standards
- Tension between innovation and tradition (e.g., helmet norms, adoption protocols, use of research)
- Philanthropic giving shaped by political and economic volatility

# Hidden

## YOUR HOPES

You said, “we want...

- Broader collaboration beyond traditional breed boundaries
- Increased clarity on funding gaps and overlap
- Creation of shared standards (shelter legitimacy, safety, vet pipelines, welfare practices)
- Practical knowledge-sharing (grants, software, operations)
- New energy from outside the traditional thoroughbred/racing world”

# Hidden

## YOUR CONCERNS

You said, “consider...

1. ‘We’ve done this before. What’s different this time?’
2. Donor overlap + competition fears
3. Governance misalignment and unclear decision-making power
4. Lack of clarity around who this summit is really for
5. Burnout and generational transition risks across organizations”

# Hidden

## THE LEVERS

You gave us a blueprint for a successful Summit:

- Clarify the “why now”: the cost of continuing as-is
- Define shared opportunities that don’t require total consensus
- Create momentum through small, credible wins
- Name tensions in the industry directly and manage them respectfully
- Build scaffolding for post-summit accountability

# Hidden

## THE POSSIBILITIES

These are the opportunities for collaboration that matter:

- A clearer shared map of the funding and service landscape
- A commitment to building or backing shared standards
- Transparent discussion of succession planning + sustainability
- Identification of 2–3 collaborative pilots (e.g. shared tech, grant models, or advocacy coalitions)
- A culture reset: from turf protection to problem-solving

# Hidden

## NEXT STEPS FOR THE COMMITTEE

- **Leveraging Opportunity:** We're focused on creating space for the real possibilities you pointed to; opportunities where collaboration can become more than just a talking point:
  - **Unified Messaging:** Developing a shared narrative that communicates the industry's value to external audiences.
  - **Collaboration Structures:** Creating mechanisms for ongoing coordination, not just one-off meetings.
  - **Leadership Development:** Equipping the next generation of leaders with the skills and confidence to drive change.

# Hidden

## NEXT STEPS FOR THE COMMITTEE

- **Agenda Shaping:** The planning committee is actively shaping a focused agenda from the themes and priorities identified in your interviews.
- **Responsive Design:** We're building an approach that directly addresses the conditions you outlined for a successful Summit, ensuring the event is more than just a meeting but a catalyst.

# Hidden

THANK YOU

# Hiddn

The Small Habits  
That Keep Us Going

★★★★★  
Testimonials

## Fandom

"I didn't realize how much trust I was bleeding until we mapped my patterns. One Pulse Check with Hiddn changed how I approach pressure, and my team noticed immediately."

— SVP, Community & Growth, Fandom



### Hiddn

MS in Organizational Leadership  
MA in Conflict Resolution  
Certified in Organizational Effectiveness + Executive Leadership  
Corporal, Infantry Corps, IDF

Stephen Belenky,  
Cert. Exec. Coach



"Hiddn cut through the noise. It wasn't about becoming someone new but remembering who I am at my best, when I'm not defaulting to survival mode."

— VP, Operations, Peloton

## Printify

"The coaching didn't come with fluff or a four-step method. Just one sharp insight after another. Hiddn helped me shift one behavior and everything else followed."

— Chief Revenue Officer, Printify

monday.com

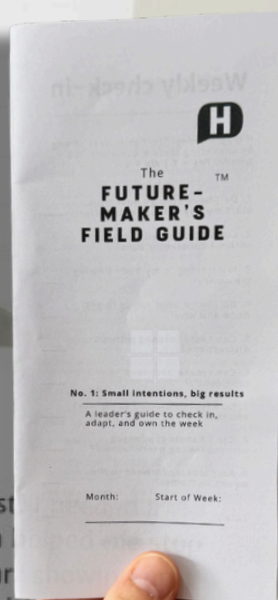
"I used to treat pressure like a performance. Now I treat it like a signal. Hiddn gave me the tools to listen, reset, and move without spinning out."

— Chief Marketing Officer, monday.com

runway

"I didn't need a therapist pattern interrupt. Hiddn self-destructing and started better under pressure, with the table."

— Head of Product,



The FUTURE-MAKER'S FIELD GUIDE

No. 1: Small intentions, big results

A leader's guide to check in, adapt, and own the week

Month: Start of Week: