LEADERSHIP SYSTEM™

The Leadership System
is designed to **INCREASE**
individual and group
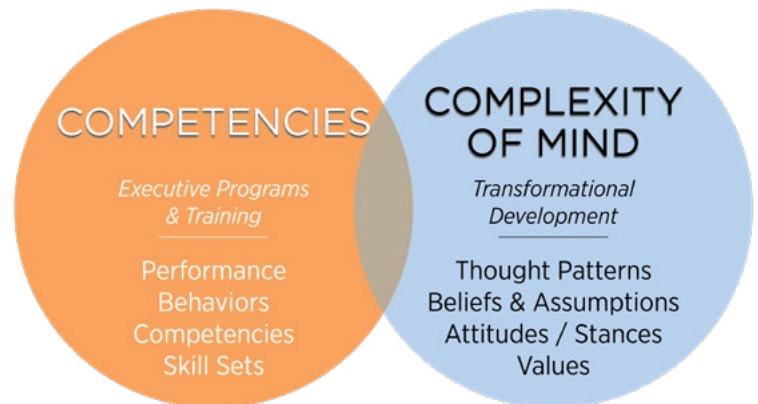COLLECTIVE LEADERSHIP
EFFECTIVENESS.

LEADERSHIP
SYSTEM™

COLLECTIVE LEADERSHIP

WITHOUT IT TRANSFORMATION WON'T HAPPEN

As global issues intersect with the business environment, leaders are increasingly faced with a new and emerging global reality— Escalating Complexity. We can look forward to a business environment of increasing ambiguity, uncertainty, volatility, and at times, market disruption. Along with escalating complexity comes an additional challenge—that of developing the creative capacity in our leadership to continually transform the organization in response to rapidly changing market conditions. We think this is the New Leadership Imperative. The ability to develop leaders capable of navigating in an increasingly complex world is a strategic priority and a competitive advantage.

THE ABILITY TO DEVELOP LEADERS CAPABLE OF NAVIGATING IN AN INCREASINGLY COMPLEX WORLD IS A STRATEGIC PRIORITY AND A COMPETITIVE ADVANTAGE.

COMPETENCIES

Executive Programs & Training

Performance
Behaviors
Competencies
Skill Sets

COMPLEXITY OF MIND

Transformational Development

Thought Patterns
Beliefs & Assumptions
Attitudes / Stances
Values

Leadership development programs of today are not up to this challenge. Most approaches to developing leaders focus primarily on developing competency and capability. These approaches are insufficient in a world of escalating complexity. We need to develop capability, to be sure, but we need to do much more. We need to develop the complexity of mind of the leader because, if the complexities of the challenges we face are more complex than we are, we are outmatched. But, if we can evolve the complexity of

mind of the leader, to be equal to the complexity of the challenge, we can lead. We must have an approach to leadership that takes the best of what we know about how to develop competence and marries it to the best of what we know about developing the leader's complexity of mind, or consciousness itself.

Business leadership will set the agenda for the future. While global change ultimately requires political power and will, the influence of business is so pervasive that our collective
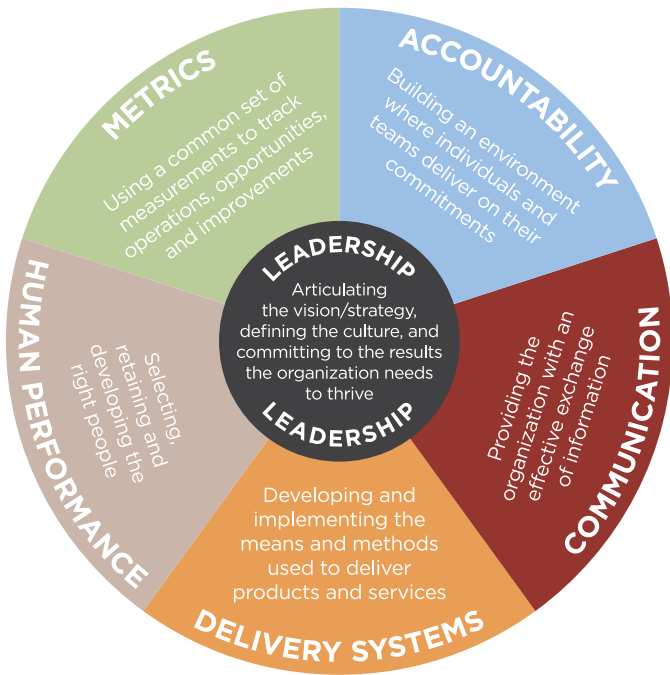
future and the future of business is intertwined.

Our world needs leaders dedicated to creating a thriving future for global business and our sustainable collective welfare. This requires leadership with the creative capacity to invent the future and the capability to navigate the delicate balance between short-term profitability and long-term common good. Leadership must evolve if we are to create a future different than the one into which we are living.

OUR WHOLE SYSTEMS APPROACH

LEADERSHIP
Articulating the vision/strategy, defining the culture, and committing to the results the organization needs to thrive

METRICS
Using a common set of measurements to track operations, opportunities, and improvements

ACCOUNTABILITY
Building an environment where individuals and teams deliver on their commitments

HUMAN PERFORMANCE
Selecting, retaining and developing the right people

DELIVERY SYSTEMS
Developing and implementing the means and methods used to deliver products and services

COMMUNICATION
Providing the organization with an effective exchange of information

In their book, *The Whole Systems Approach*, Bill and Cindy Adams detail six interlocking systems that must be tended to during major organizational change. Ensuring that these six systems are aligned and functioning well is the responsibility of the organization's leadership, which is itself a system to be continually improved.
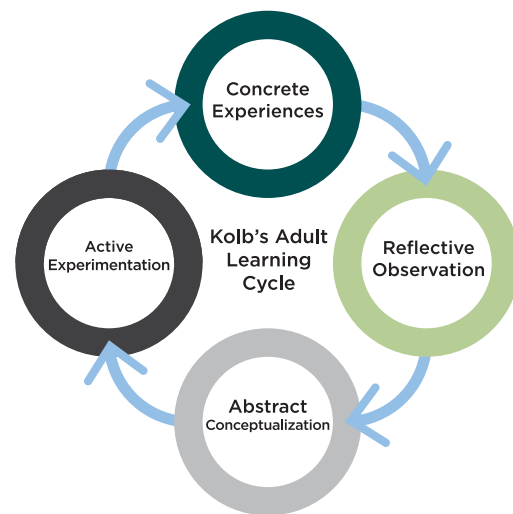
The Leadership System™ is, at its essence, a leadership development system, designed to increase our clients' individual and collective leadership effectiveness. And, while doing so, help them to increase the effectiveness of the other five systems.

A SYSTEMIC APPROACH TO LEADERSHIP DEVELOPMENT

The Leadership System™ is a system of interlocking and reinforcing components that, taken together, accomplish more than any single-component solution could. This is its power.

BUILT ON ADULT LEARNING THEORY

Underlying the design of the Leadership System™ is solid adult learning theory. David Kolb, in his landmark work, *Experiential Learning: Experience as the Source of Learning and Development*, positioned that four linked styles of learning were necessary for adults to truly learn and change. See below:

Kolb's Adult Learning Cycle
- Concrete Experiences
- Reflective Observation
- Abstract Conceptualization
- Active Experimentation

Concrete Experience: Adults utilize experiences as anchors for learning. We like to learn from the stuff of work and life. Therefore, our Leadership System™ connects directly with the real challenges and objectives of our client leaders at every turn, and in every conversation.

Reflective Observation: We learn as we reflect on our experiences to make meaning from them. As an experience is filtered through our consciousness, or structure of mind, a narrative is created that gives the experience unique meaning for us. In the best learning experiences, we reflect on the experience from a variety of angles, giving us a broader perspective in which to hold it. The Leader to Leader™ cohorts help provide that valuable perspective for each of their members as they seek to make meaning out of their leadership experiences.

Abstract Conceptualization: As an experience is reflected on from a variety of angles, a generalizable theory, principle, or concept often emerges. A "rule of thumb" or a conclusion about what to do in certain types of leadership situations begins to gel for a leader.

Active Experimentation: In this step of the learning process, the leader takes the new lesson learned and puts it into practice in a series of behavioral experiments. For example, if the lesson concerns the skill of having authentic conversations, particularly the structure for beginning an authentic conversation, the leader will commit to trying it out in several key circumstances, which will create…more concrete experiences! And the cycle begins anew.

EACH COMPONENT REINFORCES AND ADDS TO THE OTHERS

IN THE LEADERSHIP SYSTEM™ THERE ARE FIVE MAJOR COMPONENTS:

Pre-work: Discovery & diagnosis, organizational communication, Leadership Circle Profile™ administration, Collective Leadership Assessment™ administration, client relationship management, etc.

The Promise of Leadership™ workshop: A half- to full-day workshop that frames a client's collective view of leadership and functions as the kick-off for our Leadership System™. It embeds our Core Leadership Framework™ to guide all future development work, and delivers LCP feedback in a peer-group context. It also begins the feedback assimilation process (individual time, pairs discussion, group process) and organizes participants for next steps (debriefs, L2L sessions with cohorts, Pulse Surveys™).

Leader to Leader™: A cohort-based series of 1/2 day leadership effectiveness sessions that span one to two years of work (between six to 16 session). Built upon The Leadership Circle® framework, the 16 available sessions encompass a full curriculum of hard-hitting leadership topics, and provide regular opportunities for peer coaching and accountability. Each session is facilitated by an experienced leadership coach, certified in the Leadership System™. Leader to Leader™ can be delivered face to face or virtually.

Pulse Surveys™: These near-real time surveys reinforce a leader's commitment to take action on their Leadership Development Plan™ (One Big Thing™) by inviting an accountability team (Accountability Circle™) of colleagues to give that leader direct feedback on how their behavior-change experiments are working. Measurement of performance against goals is vital to the functioning of any system.

One-on-one Coaching: Every engagement is enhanced by one-on-one coaching. The payback for leaders is almost always worth the investment. The combination of peer cohort coaching in Leader to Leader™ with one-on-one leadership coaching is like jet fuel.
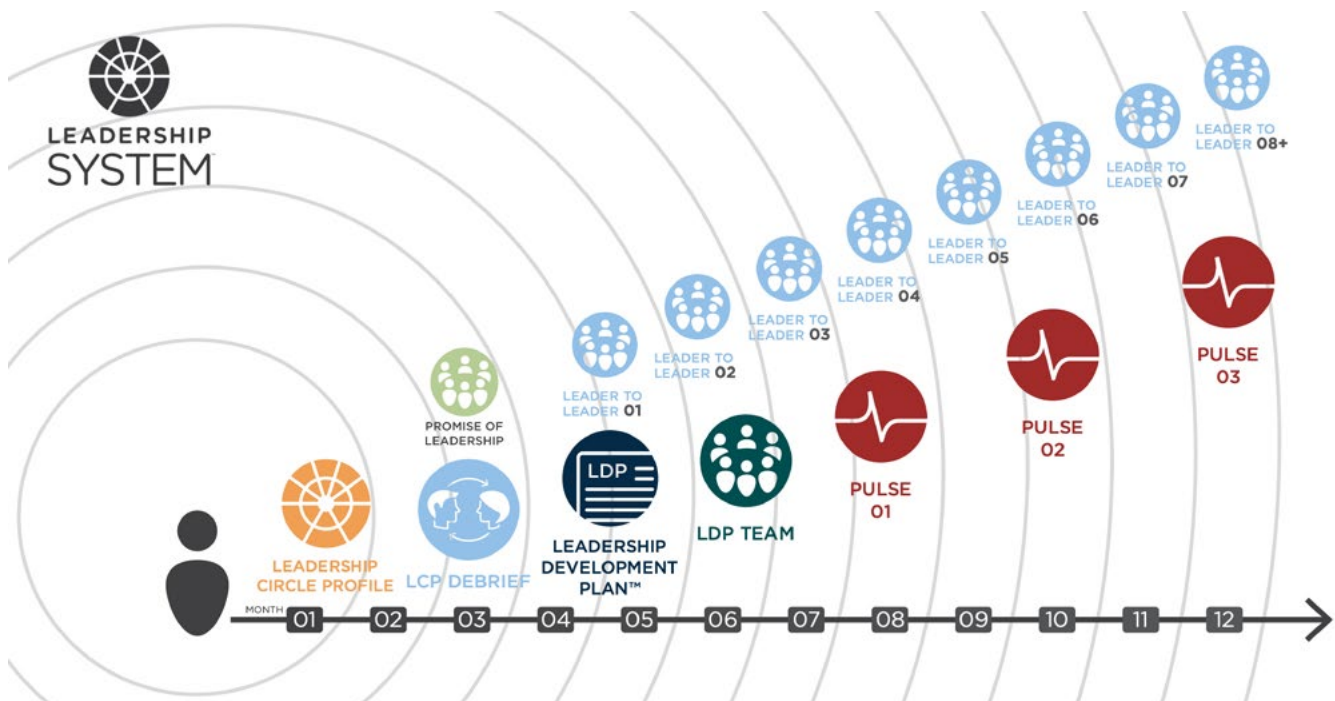
LEADERSHIP SYSTEM™ DESIGN CONSIDERATIONS

Beginning with the most comprehensive example to a single Leader to Leader™ workshop, we meet clients where they are at and help them to become more effective leaders

PROMISE OF LEADERSHIP™

A POWERFUL TRANSFORMATION

The **Promise of Leadership**™ workshop, is the beginning of the journey to self-discovery, identifying specific attitudes and behaviors that prevent leaders from being effective.

The **Promise of Leadership**™ workshop is a transformative personal and professional experience. In only four hours, it provides a powerful catalyst to dramatically increase leadership effectiveness.

Built around The Leadership Circle Profile™, the program helps leaders focus on and develop their creative leadership competencies. These skills have been shown to improve the participant's leadership abilities, bring out the best in others, and significantly increase the performance of the overall business.

The workshop also helps leaders identify and mitigate tendencies that hinder effectiveness, such as emphasizing caution over action, self-protection over productive engagement, and confrontation over collaboration.

RESULTS: FOR THE ORGANIZATION

- A common framework and language to address and improve leadership
- Accelerated progress toward near-term organizational goals
- A foundation for the organization's long-term leadership agenda

HOW IT WORKS

The Promise of Leadership™ workshop gives participants a practical framework for professional growth. The model is simple and elegant, offering leaders a quick and highly accurate snapshot of their current approach to leadership, and an assessment of its effectiveness. The feedback they receive, based on The Leadership Circle Profile™ already completed, creates immediate awareness of how they perform as leaders. And the process offers tangible, clearly actionable practices for improvement that they can start putting to work the same day.

Each session includes discussion of:

- Practical definitions of leadership and leadership effectiveness
- The importance of feedback and how to best use it
- How to read the assessment tool
- Results from The Leadership Circle Profile™
- Why Creative Competencies are more effective than Reactive Tendencies
- How to translate learning into practice

Leaders face extraordinary demands on their time. This workshop can provide critical insights and create strong, positive energy in the organization in a single day. The key lies in creating awareness of the effect the leader has on others – both positive and negative – and by offering practical strategies leaders can implement immediately.

FORMAT AND AUDIENCE

The Promise of Leadership™ workshop has been facilitated on a one-on-one basis, or for a team as large as 25 to 30 individuals. This half-day program also has been expanded to a full day to include additional custom content, including optional experiential exercises. It can be deployed broadly across the organization, from the C-Suite to the manager level, providing a consistent and unifying development experience and building the foundation for a more creative, effective culture of leadership.

By **ILLUMINATING** the underlying thinking patterns **that drive behavior** we give access to new choices and **POSSIBILITIES**

LEADERSHIP
SYSTEM™

LEADER TO LEADER™

As the effects of globalization set in, leadership development must keep pace with the rate of change a company is experiencing in the external market. An organization cannot perform at a level higher than the consciousness of its leadership team. Successful organizations are those that strive to keep pace with the escalating complexity of our times.

The Leader to Leader™ program is a highly interactive series of sessions in which high-potential individuals come together to learn and practice new leadership skills to increase both their leadership effectiveness and business performance. By leveraging the power of group dynamics, this picture can become your reality. Leader to Leader™ offers a powerful combination of business issue resolution with accelerated professional and personal development for your key cross-functional leaders or intact teams.

"Effective leaders outperform ineffective leaders **EVERY TIME.**"

~Bill Adams

PROCESS

The Leader to Leader™ journey begins with an initial assessment of each leader and an introductory workshop. Following this, the group meets for facilitated half day sessions 4-6 weeks apart. Each Leader to Leader™ session presents a new content area, with a specific focus tailored to the developmental needs of the group. The sessions include:

- Mapping Your Journey
- Accountability and Leadership Development Plan
- Moving Toward Your Vision
- Trust
- Courageous Conversations
- Leading through Change
- Relationship Building
- Achieving

- Systems Thinking
- Integrity
- Sustaining Energy, Focus and Commitment
- Prioritization
- Creating a Culture of Accountability
- Listening as a Leader
- Transformation
- Taking Stock

"EFFECTIVE **COLLECTIVE LEADERSHIP** is your one COMPETITIVE AND STRATEGIC **ADVANTAGE** that no one can copy."

~ Dave Schrader, PhD

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LEADERSHIP
SYSTEM™

LEADERSHIP CIRCLE