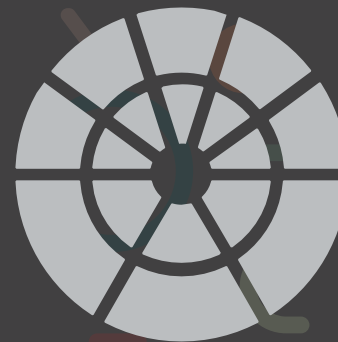


Leadership System Pitch Deck



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SYSTEM™

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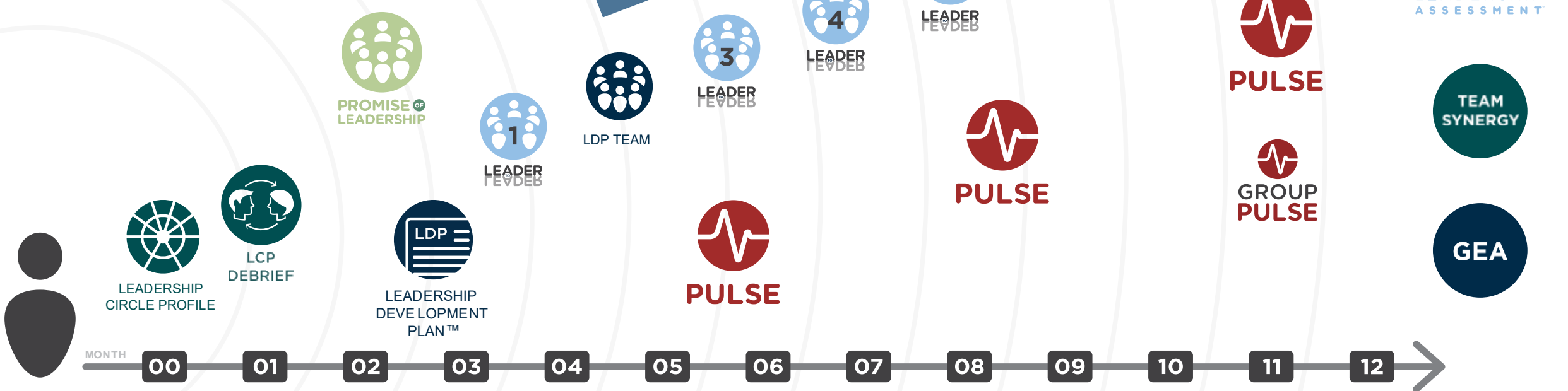
OUR PURPOSE

We exist to evolve the conscious practice of leadership, to steward the planet, and to awaken us all to our inherent unity.



Creative Leadership at Scale Year Over Year

E-Courses - Upskilling
Digital Assessments



Scaling Creative Leadership Begins With Conditions and Practices

Scaling Leadership Video



Conditions for Creative Leadership: Scaling

Start with Yourself

- **Creative Leadership**

- Upgrade leadership; Expand from Reactive to Creative to Integral

- **Deep Relationship**

- Genuinely love and care about the people you work with

- **Radically Human**

- Vulnerability to learn “out loud” (self-awareness, courage, integrity)

Develop Leadership Teams

- **Systems Awareness**

- Think “big picture” and design systems for durable, agile performance

- **Purposeful Achievement**

- Coauthor a vision and be authored by a vision to guide outcomes that matter to us

- **Generative Tension**

- Hold Creative tension for vision in the face of development gaps – hold everyone, including self, accountable

Build Leadership Systems

The Architecture: Structure Determines Performance

Leadership System Core Tenets:

- *Scaling Leadership* as the framework
- An integrated “pathway” for leadership development, at scale, with business relevance
- Centers in the vertical move from Reactive to Creative to Integral
- Frames flexibility & choice to tailor the development process
- Establishes peer-to-peer coaching systems for development
- Makes development accessible for all of the leaders in the organization; developing the individual and collective, concurrently

Key for Viewing the High-Level Design

Creative
Leadership

Deep
Relationship

Radically
Human

Systems
Awareness

Purposeful
Achievement

Generative
Tension

The high-level design for LS demonstrates the path for organizations to scale their leadership. They can determine which of the “conditions for scale” they want to strengthen in their organization and create their own path by choosing the most valuable courses and tools.

Reactive to
Creative

+ E-Course
Competencies and
deeper learning

For developing leaders, the client can chart a course to move from Reactive to Creative (and see how this development supports their ability to scale in each area).

Key for Viewing the High-Level Design (cont'd)

Scaling Leadership is in **gray**

New courses are in **green**

Competencies are in **red**

Coming Courses are in **orange**

UPDATED L2L courses are in **blue**

Courses being developed 2026+ are in **brown**

Core / foundational courses are mapped to conditions

Scaling Leadership

1. Start with Yourself

2. Develop Leadership Teams

3. Build Leadership Systems

Creative Leadership

Deep Relationship

Radically Human

Systems Awareness

Purposeful Achievement

Generative Tension

Reactive to Creative

Self-Awareness

Relating

Systems Awareness

Awareness: Moving Toward Your Vision

Mapping Your Journey

Trust

Systems Thinking

Taking Stock

Challenging Assumptions

Listening as a Leader

Leading Through Change

Achieving

Pull of Purpose

Presence

Exploring Relationship Barriers

Courageous Conversations

Accountability and the LDP

Building Strategic Capacity

Executive Presence

Collaborative Team Play

Integrity

Prioritization

Relationship Building

Fostering Resilience

Transformation

Creating a Culture of High Accountability

Authentic Leader

Optimizing Engagement

Agile Thinking

Achieving

Innovation

All L2L modules include:

- Global diversity, equity, inclusion integrated within the materials: images, quotes, stories, etc.
- Strong links to the LCP to help participants see the connections to their profile and how the module helps them develop. (In some courses, also integrating the LCP into their business strategy.)
- The same brilliant flow with versatility and choice
- Tactics, how-to's and actionable strategies.
- Ensuring business conversations and peer to peer coaching are a central part.
- Facilitator guides that provide in-person and virtual options in one course guide.
- Digital workbooks with fillable PDFs.
- Additional competency e-learning modules and assessment links that support the
- topic and help leaders go deeper and additional resources

Utilizing E-Courses to increase Creative capacity and organizational effectiveness

- Module Specific Courses
 - Competency Exploration
 - Case Study
 - Characteristics
 - Development Activities



LS Module Facilitator Guide Sample

High-Level POL Design

25 min

Setting the Context

- Overview of Promise of Leadership workshop objectives and agenda
- Small group discussion regarding sentiments on getting feedback and current leadership challenges

45 min

Framing Leadership and Complexity

- Training and teaching segment on Leadership Frames for viewing the LCP (roughly 20 slides)

80 min

The Leadership Circle Profile

- Overview of the LCP Model (Pre-debrief design only)
- Facilitated teaching: Reactive/Creative structures, business performance and experience of leadership
- Unbendable Arm / Two Structures Exercises

90 min

Setting the Language & Working in the Model

- Mat work
- Deepening the group
- Next steps

LEADER TO LEADER

Prioritization

*Focusing Your Efforts to Make
the Extraordinary Happen*

FACILITATOR GUIDE

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L2L: PRIORITIZATION — Facilitator Guide

PREPARATION FOR THIS COURSE

You can use this guide to facilitate an in-person session, a virtual session, or both (when you have participants attending in the classroom as well as those who join virtually).

IN PREPARATION FOR THIS SESSION:

- Have participants complete the online prework assignment prior to the session. (See the Facilitator Support Guide for instructions regarding this online tool.)
- Refer to the Facilitator Support Guide for room setup instructions.
- Review participants' names so that you can personally greet as many of them as possible.
- Choose a "Coaching Point" from the Facilitator Support Guide.
- Review your notes about what participants committed to do at the end of the last session.
- If accessible, review each participant's Leadership Circle Profile (LCP) to gain an understanding of the Creative Competencies and Reactive Tendencies of the cohort.
- Be prepared to allow the direction of conversation to move based on cohort discussion, especially with the mat exercise. Be ready to adjust the flow of the module, as needed.
- If accessible, add the Group LCP results to the last slide. You can use the slide at any point in the module where you feel it will enrich the conversation and learning.
- Optional: Prepare a whiteboard or flip chart of key concepts from previous sessions (for easy reference during the check-in).
- Optional: Prepare participants' Pulse results if an update is scheduled for this session. (See the instructions in the Facilitator Support Guide.)

You will need:

- The handout as reference.
- A mat of the Leadership Circle model (full size, or table size with avatars) set up.
- A virtual mat for mixed media or virtual session.
- Sticky note pads (three different colors) for the Disruptors and Derailers activity.
- Prepared flip charts, whiteboard, or collaboration board for group activities.

CONTEXT FOR THE COURSE

- Making something extraordinary happen requires knowing what is important and where to focus your attention and efforts. It means carving out space for what is important in the long-term.
- There is a method to help leaders determine what is important versus what is urgent.
- Effective leaders can work with their teams to ensure they are working on the right things, making room for new opportunities, and prioritizing based on business value.

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L2L: PRIORITIZATION — Facilitator Guide

Module Sequence	Page #	Approximate Time
I. Getting Started and Warming Up	6	20 minutes
II. Checking In	8	30 minutes
III. The Purpose of Prioritization	10	40 minutes
IV. Potential Disruptors/Derailers	14	60 minutes
V. Leading Others in Prioritizing	19	25 minutes
VI. Dialogue and Peer Coaching	21	30 minutes
VII. Takeaways and Commitments	23	20 minutes
TOTAL HOURS		3 hours, 45 min <i>(not including optional activities)</i>

Note: Conversations are designed to be flexible. You have the ability to expand beyond the time frames above. For example, you can facilitate the mat exercise to include the exploration of a few individuals' insights and move on or take a broader approach and allow time for every participant.

FLIP CHARTS / COLLABORATION BOARD

Key Concepts <i>(from previous sessions)</i>	What Will You Do Differently Moving Forward?	Peers/Colleagues
		Derailers Mitigation Help/Support

L2L: PRIORITIZATION — Facilitator Guide

FLIP CHARTS / COLLABORATION BOARD (CONT'D)

Dept./Business Group	Organization	External Forces
Derailers	Derailers	Derailers
Mitigation	Mitigation	Mitigation
Help/Support	Help/Support	Help/Support

COLLABORATION BOARD

You can choose to conduct the activities of this session using an online collaboration tool, such as Mural. Set the board up in advance. For the session, have the board open on your laptop so you can easily toggle between the board and course slides. Participants will log onto the board at appropriate times.

When setting up breakout rooms, you will need to clearly assign each team a piece of the collaboration board on which to post their responses.

Options for using a collaboration board during this session include the following activities:

The Check-in

- Post the Key Concepts from previous sessions so participants have easy access to them.
- Post the Leadership Circle model on the collaboration board. Create circles labeled with each participant's name so they can move themselves from the Reactive to the Creative structure as you coach them through the conversation.

Mat Exercise

- Use the Leadership Circle model on the collaboration board for this activity. Have participants move the circles with their names to the Reactive and Creative structures during the activity.

Leading Others in Prioritizing

- Post the three questions from the PowerPoint slide on the collaboration board.
- Send teams to breakout rooms to discuss the questions.

Dialogue and Peer Coaching

- Use the Leadership Circle model on the collaboration board. Have participants move the circles with their names to the Reactive and Creative structures as they discuss their challenges and opportunities.

Takeaways and Commitments

- Participants can write and post their commitments on the collaboration board.

Getting Started and Warming Up

20 minutes

Show:



DO: Start with a warm, energetic welcome.

SAY: Making something extraordinary happen requires knowing what is important and where to focus time and energy. Today's session is about prioritization.

Show:



SAY: In today's session, we'll:

- Equip you with another "coaching point" for peer coaching.
- Check in and review progress against last session's commitments.
- Explore today's topic: **Prioritization**. This is about deciding where to focus your time and energy and deciding what to let go so you can work on the business.
- Examine where you and your team are focusing your efforts and how you can guide them to work on the right things.
- Share, coach and be coached.
- Wrap up with your takeaways and commitments.

L2L: PRIORITIZATION — Facilitator Guide

Show:



DO: Remind participants that a powerful component of L2L is the peer dialogue and coaching.

SAY: What you get out of it depends on what you put into it, both individually and as a cohort. We'll continue to look for opportunities to build our effectiveness together.

DO: Explain that you will introduce a coaching point for peer coaches in each session.

FACILITATOR NOTE

Choose one of the Coaching Points for Peer Coaches from the Facilitator Support Guide. Use the guide to explain this session's coaching point and how it applies to Prioritization.

DO: Highlight today's coaching point and explain.

DO: Remind participants of previous coaching points (including the Rules of the Road) and ask them to continue using them throughout each session and in the cohort when appropriate.

DO: Answer any questions about the coaching point(s) and briefly facilitate a discussion about its potential application. Encourage participants to look for opportunities to put it into action both here in the cohort and in their professional and personal lives.

L2L: PRIORITIZATION — Facilitator Guide

Checking In

30 minutes

Show:



DO: Make sure you have your notes about what participants committed to do at the end of the previous session so you can reference them.

SAY: Now we will do our individual check-ins. This is your opportunity to share the progress you've made toward the actions you committed to in the last session.

ASK: Who would like to go first?

FACILITATOR NOTE

Optional: You can use the Leadership Circle mat (full size or tabletop with avatars) to conduct the check-in. Invite participants to stand in the Creative and Reactive as they're checking in from each place. Engage and coach them through the conversation so that they experience the "feeling" of moving into a more Creative structure as they work toward developing their leadership skills. (For virtual sessions use the virtual mat.)

DO: Use one of the following questions, as appropriate, to explore each individual's experience since the last session. Refer to your notes in which you recorded their commitment from the last session. You can use the notes if they need some prompting or reminders of their commitment.

ASK:

- Where did you experiment with your leadership? What did you try around Creative leadership?
- How did your Reactive Tendencies come into play?
- How has what you've experienced since we last met changed the way you lead?

LS Participant Handout Sample

PRIORITIZATION

Prioritization Isn't Easy, But It's Necessary

How often do you ask yourself, "How effective am I?" Effectiveness plays a key role in determining success (or failure) of a company or business group. There is only so much time in the day and only so much energy you can expend. In addition to your professional life, there is your personal life. In both areas, you have daily tasks along with short- and long-term goals.

How can you get a sense of "jobs to be done" in your business and the biggest obstacles hampering your effectiveness? The answer is prioritization. Effectively prioritizing — planning before doing — requires identifying critical tasks and managing them without getting distracted by less important matters. Prioritizing is the process of deciding what needs to be done, when, and by whom. The purpose is to prevent the last-minute scramble as milestones or key deadlines approach.



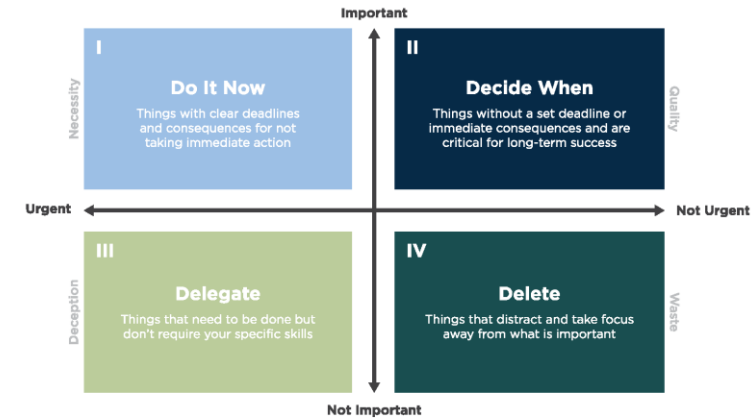
Skilled leaders can use prioritization to:

- Reduce stress and anxiety
- Improve productivity and efficiency within the business group
- Enable space to take on new (and bigger) opportunities
- Manage competing priorities
- Increase focus and energy on work that matters
- Allow time to recharge and/or plan future work
- Avoid procrastination
- Ensure the appropriate amount of time is dedicated to achieving a goal or completing a task
- Honor their commitments and therefore help others meet theirs.
- Avoid the temptation to address "issue of the moment" firefighting.
- Meet with their team regularly (versus spur-of-the-moment) to discuss priorities; discuss and prepare for mixed messages and challenges, re-allocate resources, etc.

As a leader, you are responsible for the prioritization of your work. Use the Eisenhower Method to help you clearly prioritize where to focus your time and energy.

PRIORITIZATION

Eisenhower Method



NOTES:

PRIORITIZATION

The Eisenhower method:

- Provides you and your team with a universal method for prioritizing tasks across all facets of your business. It enables you to set uniform priorities across all activities.
- Incentivizes you to delegate more, because it clearly outlines the tasks that can be assigned to others on your team.
- Minimizes the chances of overestimating capacity because it gives a visualization of work you can accomplish within a given timeframe. It forces you to look at the probability of problems, challenges, delays, obstacles or other bad outcomes.
- Enables you to take a positive view of what's possible; compelling you to pursue new opportunities.
- Helps you consider tasks that would otherwise be overlooked.
- Helps you focus more clearly on strategic planning.
- Gives a sense of "jobs to be done" in your business and the biggest obstacles hampering effectiveness.

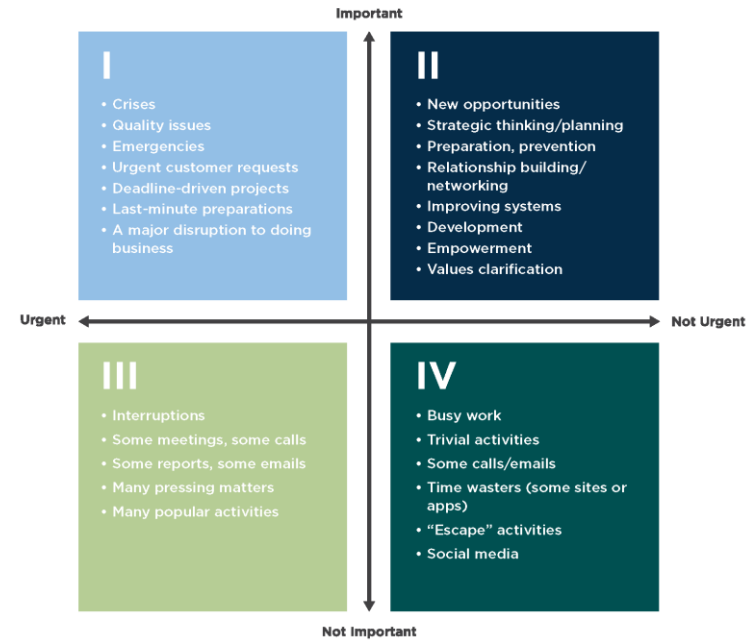
How to Use It:

1. List your tasks and rank all by their relative urgency.
2. Prioritize their importance — focusing only on the potential losses if you fail to complete them rather than on the timeframe needed to complete the work.
3. Consider both business and personal tasks, as well as long-term and daily tasks.
4. Place them in one of the quadrants — Do It Now, Decide When, Delegate, or Delete.
5. Take appropriate action based on the quadrant.



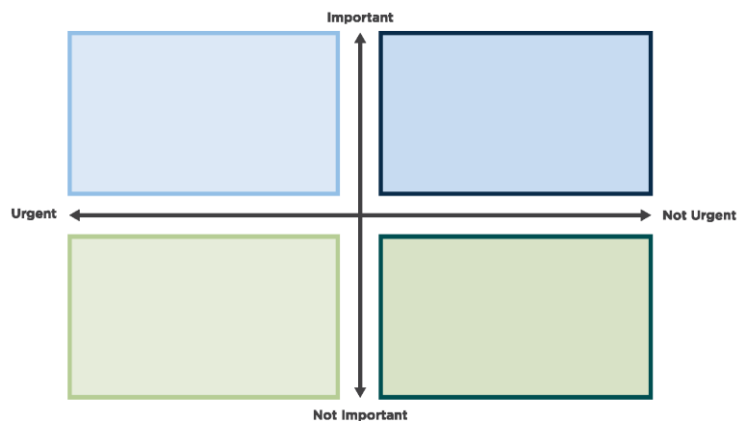
PRIORITIZATION

Examples



PRIORITIZATION

Eisenhower Method



NOTES:

PRIORITIZATION

Are Your Current Beliefs Serving You Effectively?

In your prework, you completed a Leader Survey. There can be some truth in all the beliefs/statements in the survey. Some of these beliefs can derail your ability to manage your focus and increase your effectiveness and impact. Find the statements where you rated yourself a 3 or higher and read the insights associated with that belief.

Belief	Insight
1. If I want it done right, I need to do it myself.	This belief limits effective delegation, so you're not operating at your highest and best use of your time and energy. (Try using "Commander's Intent," a concise expression of the purpose of the operation and the desired end state that serves as the initial impetus for the planning process.)
2. Because of my commitment to my work, I'm constantly busy.	This belief is laudable but often leads to time wasted on non-prioritized, urgent-but-not-important activities, where not enough effort went into "planning before doing." Additionally, continuous crisis mode diminishes IQ, health and memory, which ultimately reduces capacity and performance.
3. I rarely say "no."	This belief often leads to failed commitments and the inability to focus on your highest priorities, because you're spread too thin.
4. Sleeping, getting some exercise, and eating right are luxuries in which I lack the time to indulge.	For many people, the first thing that goes when they get too busy is taking care of themselves. The trade-off here is tricky, as the immediate payoffs come at a cost. Research indicates: Unless you're under 25, this belief is going to hurt your performance, and it will do so more quickly and significantly than you might think.
5. I'd like to step back, take a deep breath and reflect on things, but I don't have the time or the resources.	You mean you're too busy to prioritize? If you're not stepping back to see the big picture on a regular basis, there's a good chance you'll lack the appropriate perspective for effectively focusing on the highest-payoff activities. That's not all. This belief limits leadership intuition. Our brains need some "latent processing" time to form the intuitive insights that lead to new solutions, innovations and breakthroughs.

PRIORITIZATION

Belief	Insight
6. Working on the business is what I do only when I have time left over from working in the business.	There's a tendency to view working in the business (day-to-day tasks) as the "real work," implying that one way to prioritize is simply to stop working on the business (e.g., strategic planning, engagement, team and talent development, L2L). That view is short-sighted and won't enable things to improve. Working on the business (and efficiently so) is a leadership imperative, so that you're more effective when you go back to working in the business.
7. Investing the time to get clarity about roles, goals, decision making etc., is tedious and slows down the real work.	On the surface, getting clarity might seem to slow down work. The time you invest in planning and getting clarity enables greater efficiency as people understand their roles and responsibilities, the direction, and who is doing what by when.
8. It feels great to knock out tasks, doing whatever is in front of me.	You could allocate your focus strategically, so it's aligned with the business priorities. Are you spending time and energy on what is important? On what is urgent? Or on neither important nor urgent? Use the Eisenhower Method to help you prioritize and plan.
9. We can always find a way to do more.	The rules of physics tell us you can only stretch capacity so far. In the end, effective prioritization results in greater impact.
10. I'd love to prioritize, but I've just got to do what my boss says.	Standing in your Creative means acting instead of merely being acted upon. Maybe now is the time for a courageous conversation with your leader about strategic trade-offs.

PRIORITIZATION

Helping Your Teams Prioritize Their Work

1. Ensure the people who report to you are on the "same page." Are your people focused on the right things? Are they spending their time on future-looking priorities or are they still working on activities based on the past? Do they understand their primary goals and responsibilities?

Consider how often you check in with the people reporting to you to:

- Verify that they analyze and organize how the work flows through the organization.
- Provide clarity where and when needed. Gauge how your teams receive their work to minimize potential derailers. For example, are there avenues for impromptu requests?
- Validate where their efforts are focused and that they understand the current priorities.
- Partner with them on identifying which priorities need to be removed. Are they aware of where they no longer need to focus their time?
- Help them develop the skills needed to be able to flex when emergencies arise and adjust what they're working on.
- Identify what can be automated or eliminated from their work.
- Ensure the managers who report to you are having the same conversation with their teams/direct reports.

2. Do your teams understand the "bigger picture"? It is essential that team members can articulate the top priorities of their organization, their team, and their role. Is there a link to business value? If not, why not eliminate the activity?

Do the individuals in your business group:

- Understand how their work contributes to the organization?
- Have the ability to simplify or streamline processes for greater efficiency?
- Remove unnecessary steps or approvals in their work?

3. Integrate the Eisenhower Method into your decision-making regarding opportunities, what work to take on, automate, delegate, or eliminate. Work with your teams to ensure they consistently use this matrix for prioritization.



PRIORITIZATION

To help both you and those reporting to you, use the following questions to identify what is important versus what is urgent.

To determine importance, consider:

- Currently what are my most important goals? What KPIs do I need to take into account?
- Do I have competing goals or priorities? Who can help me find a way forward?
- Which tasks help me achieve my goals or my teams accomplish theirs?
- Which tasks are linked to customer-centric priorities?
- What tasks do I spend time on just because I enjoy doing them?
- What tasks can I automate? What can I delegate?

To determine urgency, consider:

- What's due soonest?
- What deadlines are negotiable?
- What group(s) need the task done? How is it aligned to the company's strategy?
- Which tasks depend on other tasks being completed first?
- Is the work of other groups being delayed while they wait for my or my team's output?
- Is there a group or someone who has time to help? What is the window of opportunity?

My Commitment

What is one thing you're committing to do between now and the next session?

PRIORITIZATION

NOTES:

LS Online Module Sample

Course Description

 1. Welcome

 2. Leadership System - Let's Review


 3. You As Facilitator

 4. Your Participants Experience

 5. **Welcome - L2L Achieving (Sample Course)** 

 6. Achieving Experience (Sample Course)

 7. Beliefs (Sample Course)

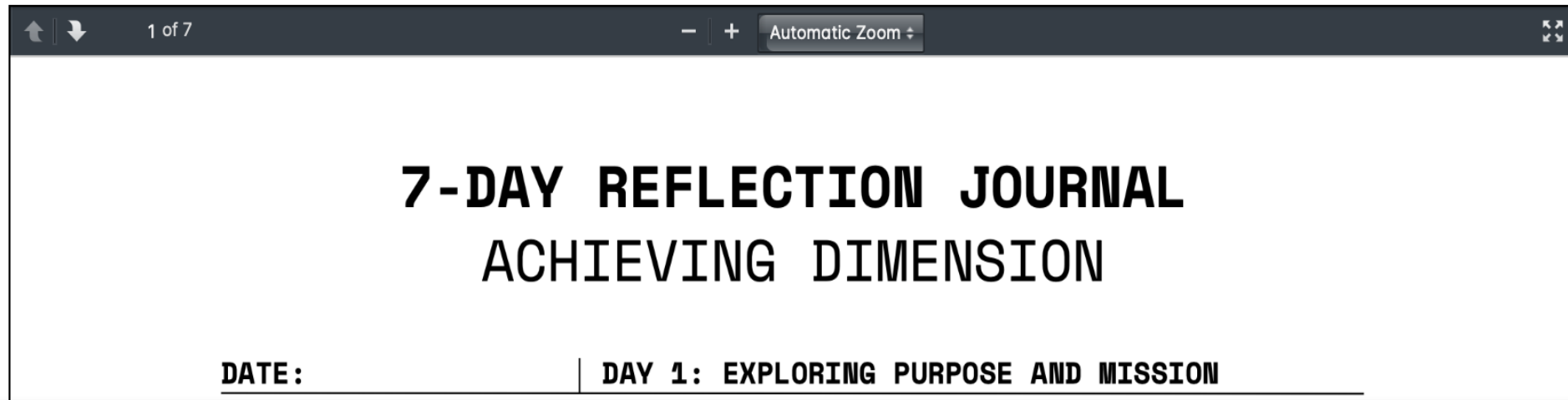
 8. Achieving and its Creative Competencies (Sample Course)

7-Day Reflection Journal (Optional)

Welcome to your 7-Day Reflection Journal. This journal is designed to be a helpful tool as you work towards becoming a more effective and inspiring leader. Each day, you will find prompts to guide your reflections and space to jot down your thoughts, ideas, and feelings. As you engage with the course material, take this time to delve deep into your experiences, insights, and aspirations.

Participation in this activity is optional, and you won't be required to submit anything, but we highly recommend incorporating it into your learning experience. You are welcome to repeat this 7-day journal as many times as you want. As you explore the material and learn more about yourself, you will start to see more connections between what you are learning and your daily life.

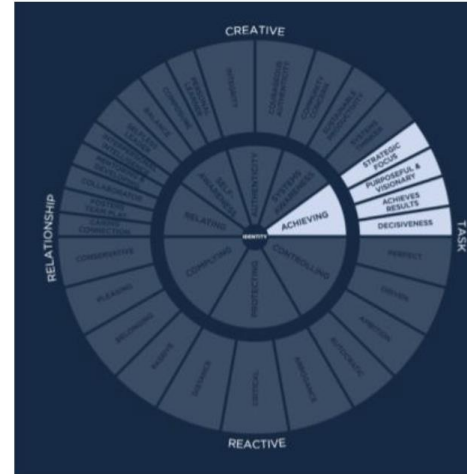
Now, download the PDF file below and start your journey.



Overview of Achieving Dimension

In this module, we will explore the concept of being an achieving leader. We will examine the key characteristics and behaviors associated with the Achieving Dimension, and understand how this aspect fits into the broader framework of effective leadership, high performance, and organizational success.

The Achieving dimension measures the extent to which a leader provides visionary, authentic, and high-achievement leadership. This involves setting high standards, being goal-directed, and inspiring others to achieve outstanding results. Excelling in this dimension is crucial for leaders, as it enables them to create and communicate a compelling vision, set strategic goals, and achieve exceptional results, ultimately driving the long-term success of their organization. This dimension is divided into four key competencies: Strategic Focus, Purposeful & Visionary, Achieves Results, and Decisiveness.



Feel free to explore any of the listed competencies below, dedicating time to those you find most intriguing or in need of improvement. Alternatively, you might choose to concentrate on just one or two specific competencies that you feel are most pertinent to your development right now. Whatever path you decide to take, always keep in mind that this process is an integral part of your unique leadership journey.

Strategic Focus

Strategic Focus is a crucial competency that evaluates a leader's capacity to think strategically, craft thorough and effective business strategies, and guarantee sustained success for the organization over the long term.

High Score Characteristics: Leaders with high scores in Strategic Focus demonstrate a strong awareness of market trends and respond innovatively. They effectively balance short-term and long-term planning, ensuring immediate actions support future goals. Their decision-making process is rigorous, relying on thorough data analysis to inform strategies. These leaders are adept at asking strategic questions about daily decisions, involving others in strategic planning, and developing and communicating a clear strategic vision.

Low Score Characteristics: In contrast, leaders with low scores often overemphasize day-to-day operational issues at the expense of strategic thinking. This focus on the immediate can undermine long-term goals and result in a lack of strategic direction, leading to crisis management. These leaders may struggle to step back from daily tasks to consider long-term objectives and might not have robust processes in place to ensure strategic alignment within their teams.

Purposeful & Visionary

Purposeful & Visionary measures the extent to which a leader clearly communicates and models a commitment to personal purpose and vision.

High Score Characteristics: High-scoring leaders in this competency exhibit a deep sense of purpose and passion that inspires others. They can communicate a compelling vision and align others around it, fostering a shared sense of direction. These leaders encourage team members to develop and pursue their visions, regularly communicating and revisiting the organization's overarching goals. They facilitate discussions that help create a shared vision within the team and consistently demonstrate optimism and enthusiasm in their interactions.

Low Score Characteristics: Leaders with low scores may lack a clear vision or sense of purpose, making it difficult to inspire or align others around a common goal. This can lead to potential burnout or a lack of motivation, both for the leader and their team. Without a compelling vision, these leaders might struggle to foster a cohesive and motivated team, often failing to regularly communicate and revisit the organization's vision or to facilitate meaningful discussions about the future.

Coaching Points

Here are some suggestions to enhance this competency:

- **Personal Vision Statement:** Write a personal vision statement that encapsulates your core values, purpose, and long-term aspirations. Reflect on how this vision aligns with your current role and organization.
- **Vision Sharing:** Create a presentation that communicates your vision for your team or organization. Share it with a colleague or mentor and gather feedback on how to make it more compelling and actionable.
- **Vision Alignment:** Assess how well your team's goals and activities align with your vision. Identify any gaps and develop a plan to bridge them, ensuring that everyone is working towards the same long-term objectives.
- **Inspirational Leadership:** Identify a visionary leader that you admire. Research more about this person, summarize the key takeaways and reflect on how you can incorporate their visionary leadership practices into your own style.

Achieving Results

Achieves Results measures the degree to which a leader is goal-directed and has a track record of high performance and goal achievement.

High Score Characteristics: Leaders who score high in this dimension consistently achieve at a high level, setting clear, achievable goals and tracking progress diligently. They are action-oriented and results-focused, inspiring and elevating the performance of others around them. These leaders take initiative, pursue opportunities with determination, and persevere in the face of setbacks, learning from failures to continuously improve their performance and outcomes.

Low Score Characteristics: On the other hand, leaders with low scores in Achieves Results often struggle to meet goals or fall short of expectations. They may avoid risks or challenging tasks, exhibiting reactive behaviors such as making excuses or blaming others for shortcomings. This tendency to shy away from ambitious goals and avoid accountability can hinder both their personal development and the progress of their teams.



Coaching Points

Decisiveness

Decisiveness measures a leader's ability to make timely decisions and move forward with confidence, even in uncertain conditions.

High Score Characteristics: Leaders with high scores in Decisiveness are confident in their decision-making abilities, especially under pressure. They strike a balance between relying on data and intuition, taking responsible action even in the face of risks. These leaders are prompt and confident in their decisions, learning from past experiences to improve future decision-making processes. They seek input but are not paralyzed by the need for consensus, ensuring that decisions are made efficiently and effectively.

Low Score Characteristics: Conversely, leaders with low scores in Decisiveness may procrastinate or avoid decision-making, undermining others' confidence in their leadership. This delay can be due to an overreliance on data, leading to analysis paralysis or a fear of making mistakes and upsetting others. Such indecisiveness can result in missed opportunities and a lack of forward momentum, leaving critical decisions unresolved and causing operational drift.

Coaching Points

Here are some suggestions to enhance this competency:

Case Study: The Balance of Achievement

Summary

In the following case study, we explore the turbulent journey of TechNova, a promising technology startup under the leadership of Pedro Soares. Pedro's leadership decisions and behaviors come into sharp focus as the company faces significant challenges. What happens when a leader's approach exacerbates crises instead of resolving them? How do certain leadership traits influence the morale and performance of a team? This story serves as a lens through which we examine the impact of low-scoring leadership traits on a growing organization. Readers are invited to delve into the narrative to uncover the subtle and overt ways in which leadership can either hinder or propel a company's progress and reflect on how different approaches could have altered the outcome.

Introduction

The sun barely peeked through the blinds of Pedro Soares's office as he slumped in his chair, staring at the latest quarterly performance report. The numbers were grim: sales were down, customer satisfaction had plummeted, and the much-hyped product launch was nowhere near on schedule. TechNova, the innovative startup he'd built from the ground up, was on the verge of collapse.

"I can't believe this," Pedro muttered under his breath, rubbing his temples in frustration. His mind raced with possible solutions, none of which seemed promising. He slammed the report shut and reached for his phone, quickly firing off a message to his leadership team.

"Emergency meeting. 10 minutes. Conference room."

As the team filed in, their expressions a mix of concern and weariness, Pedro wasted no time.

Case Study Reflection

In this section, you will take a moment to connect the insights from the case study to your own leadership experiences. The questions will guide you in exploring how the lessons learned can influence your approach, offering you a chance to consider new strategies and perspectives. This is an opportunity to translate the case study's key points into actionable steps for your personal leadership journey.

1. How did Pedro's focus on achieving immediate results hinder his ability to create a shared purpose and vision within his team? Reflect on a time in your leadership journey when your drive for results may have overshadowed the need for team alignment. What could you have done differently to balance both?
2. Pedro demonstrated decisiveness throughout the case study, but it often led to negative outcomes. How can leaders demonstrate decisiveness in a way that empowers and motivates their team? In your own experience, how have you navigated the balance between decisive action and fostering collaboration?
3. In what ways did Pedro's lack of strategic focus lead to confusion and instability within TechNova? Consider how being overly reactive to external pressures impacted his ability to maintain long-term goals. How can you apply the lessons from Pedro's experience to strengthen your strategic focus while achieving results?

Congratulations

Congratulations on completing this course and taking a significant step forward in your leadership journey! Your dedication to developing the competencies of Achieving reflects your commitment to becoming a visionary, responsible, and high-performing leader.

Remember, leadership is an ongoing journey of growth and discovery. The insights, skills, and knowledge you have gained here are powerful tools that will continue to guide you in your personal and professional endeavors. Embrace the belief that you have a purpose and mission in life, take responsibility for your actions, recognize your interdependence with others, and maintain your integrity and positive attitude.

As you move forward, continue to reflect on your beliefs, set ambitious goals, and strive for excellence in all that you do. Let your deep sense of purpose and love for the creative process drive you to new heights. Empower those around you, create and communicate a compelling vision, and always stay true to your core values.

Your journey doesn't end here. Keep challenging yourself, seeking new opportunities for growth, and inspiring others with your leadership. The path to achieving greatness is paved with continuous learning and unwavering dedication.

Thank you for your commitment to excellence and for joining this course. Here's to your continued success and the incredible impact you will make as a leader. Keep pushing forward, stay inspired, and never stop achieving!

This completes your client's experience.

