



LEADERSHIP SYSTEM™

CERTIFICATION

LEADERSHIP
CIRCLE®

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WELCOME TO LEADERSHIP SYSTEMS CERTIFICATION

Welcome to Certification, where you'll gain the expertise to deliver a complete end-to-end Leadership System utilizing the Leadership Circle Universal Model of Leadership. This certification equips you with an integrated system centered on Scaling Creative Leadership. You will be equipped to implement content, practices, tools and insights needed to drive meaningful change, at scale, for collective and individual leaders throughout the organization.

Practitioner Benefits

- Deepen your capacity to systemically scale Creative Leadership embedding the effective & conscious practice of leadership.
- Be prepared to deliver a complete end-to-end Leadership System
- Certify you in the use of four integrated delivery components of the System
 - The Promise of Leadership workshop (2 versions)
 - Leader to Leader Cohort System – 21 L2L Courses – all upgraded / 5 New
 - LMS E-courses/Assessments
 - Custom Products you can integrate with confidence
- Experience transformative and authentic leadership.
- Learn how to position and/or sell enterprise engagements.

Benefits for Leaders and Team

Developing Leadership Competency & Capability:

Participants will develop Creative leadership skills and capacities, including gaining an understanding for how to lead in ways that scale and are unleashing of energy, implementing new levels of leadership within their own teams and organizations.

Personal and Professional Growth: The program fosters deep self-awareness, with practical application for how to become more effective. Participants will

work with practical topics that matter to them in a safe development container as they tackle their own development along with organizational challenges faced. This approach leads to personal and professional development with elevated results.

Sustainable Impact: Participants will learn to implement lasting, transformational changes, for themselves and at scale within their organizations, driving continuous improvement and fostering a culture of innovation, adaptability, and results.

Strong Peer Network: Throughout the year-long journey, participants will experience a deep connection in cohort learning groups and peer to peer coaching that elevates their support network, providing opportunities for collaboration, shared learning, mentorship and mutual growth.



AS YOU PREPARE FOR THIS SESSION, CONSIDER:

- Who are you today as a resource to leaders?
- Who do you need/want to be?

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***THE BUSINESS CASE,
DEVELOPMENT GAP,
AND VISION***

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THE BUSINESS CASE, DEVELOPMENT GAP, AND VISION



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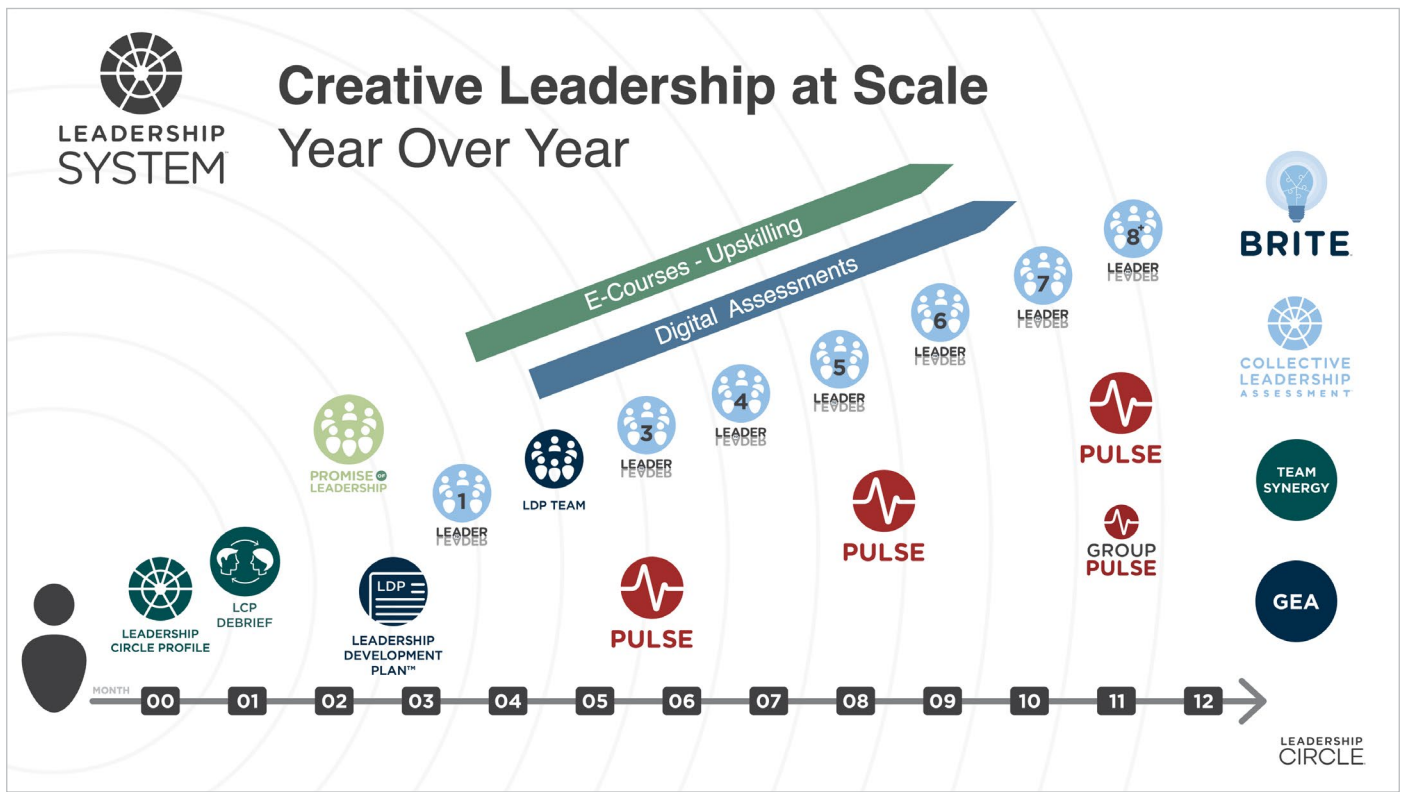
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THE BUSINESS CASE, DEVELOPMENT GAP, AND VISION



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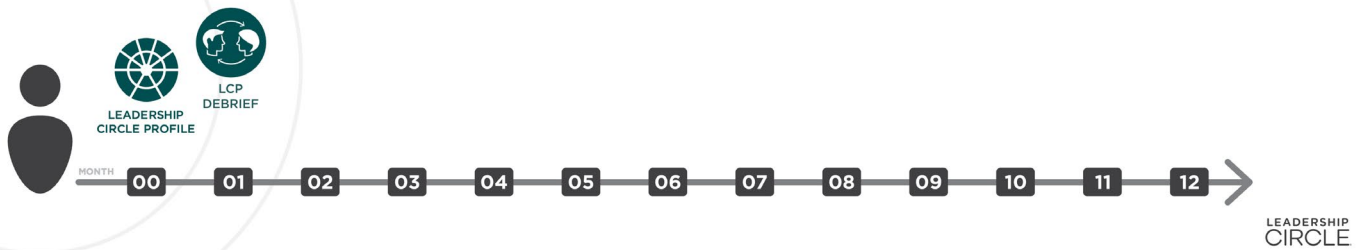
THE BUSINESS CASE, DEVELOPMENT GAP, AND VISION



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Leadership Circle Profile® at the Core

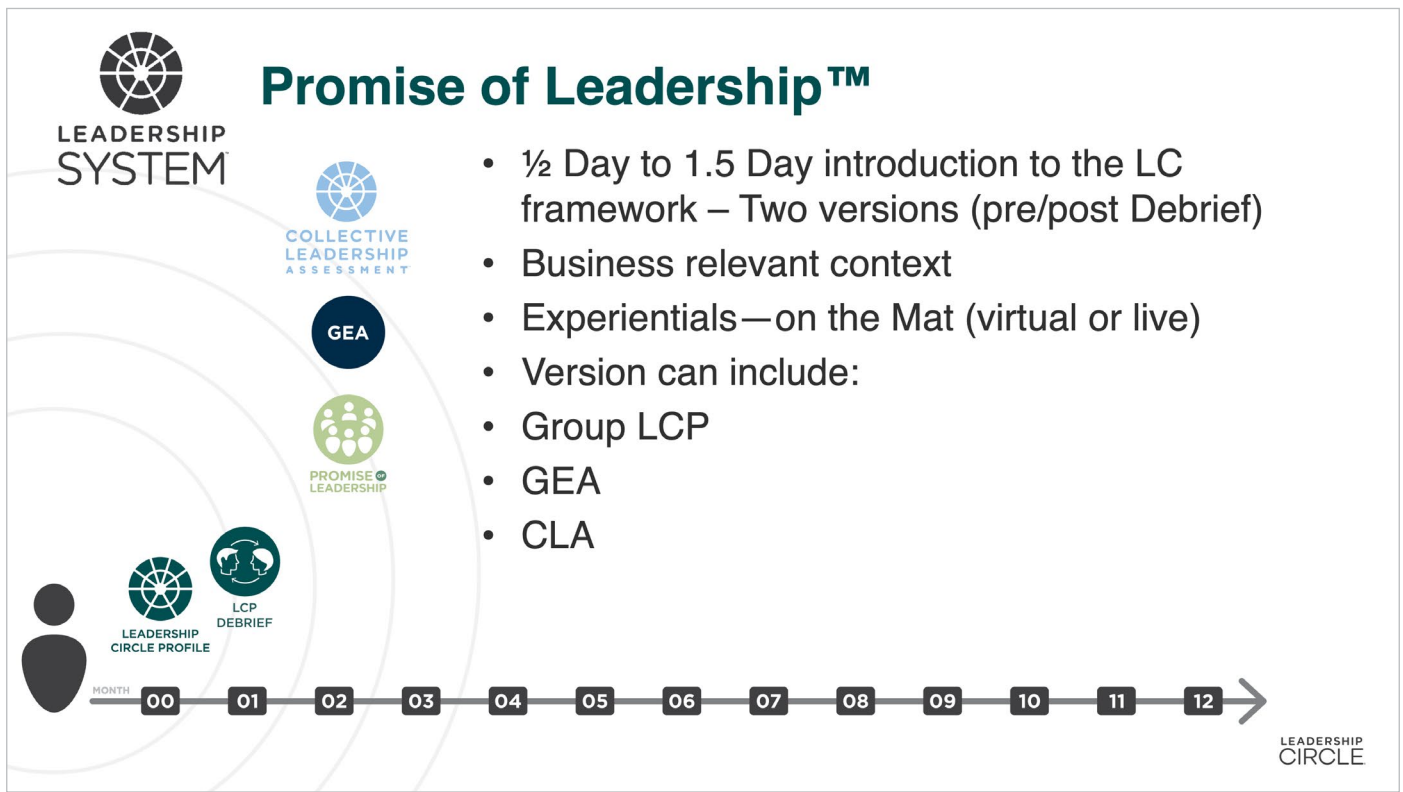
- Leadership Circle Profile (LCP)
- Debrief
- LCP Group Profile



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THE BUSINESS CASE, DEVELOPMENT GAP, AND VISION



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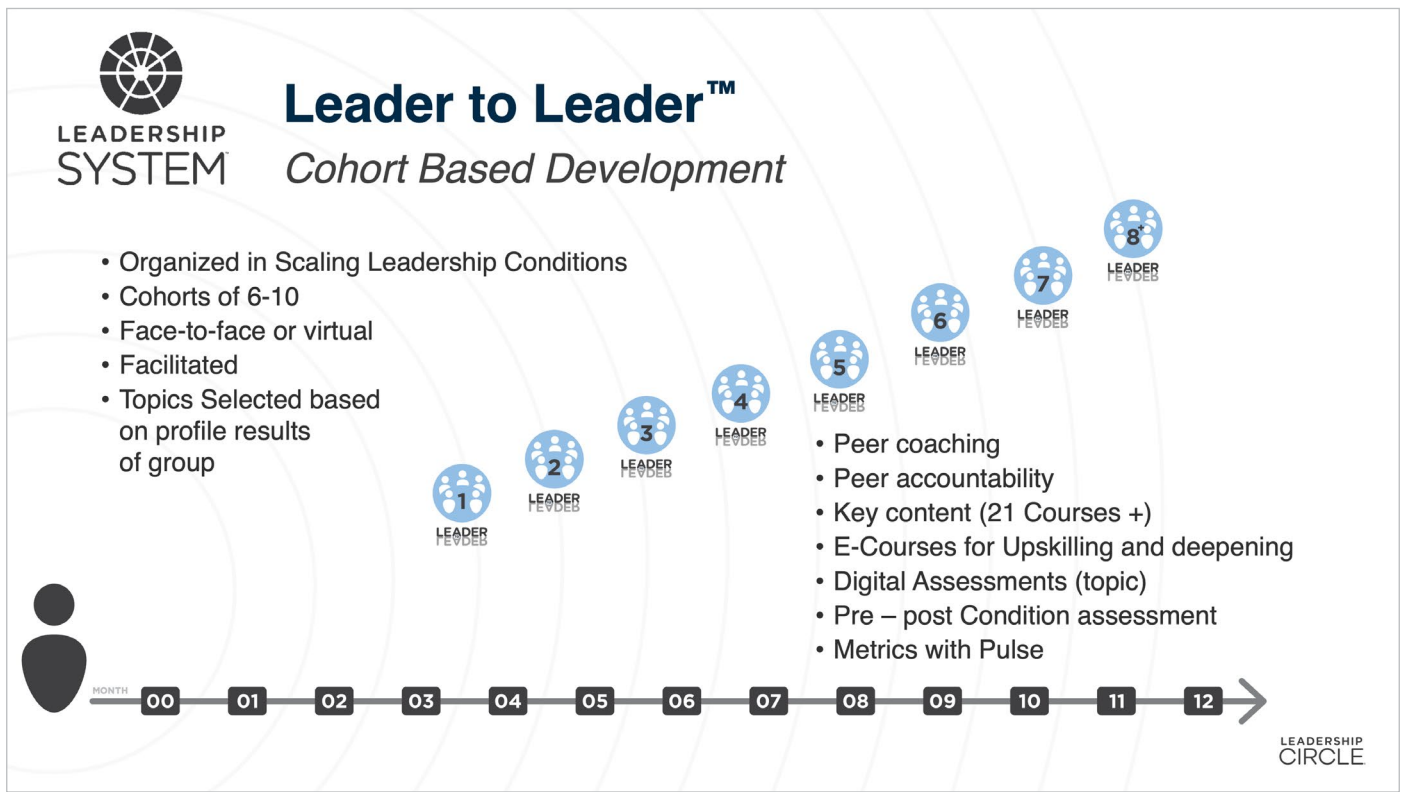
THE BUSINESS CASE, DEVELOPMENT GAP, AND VISION



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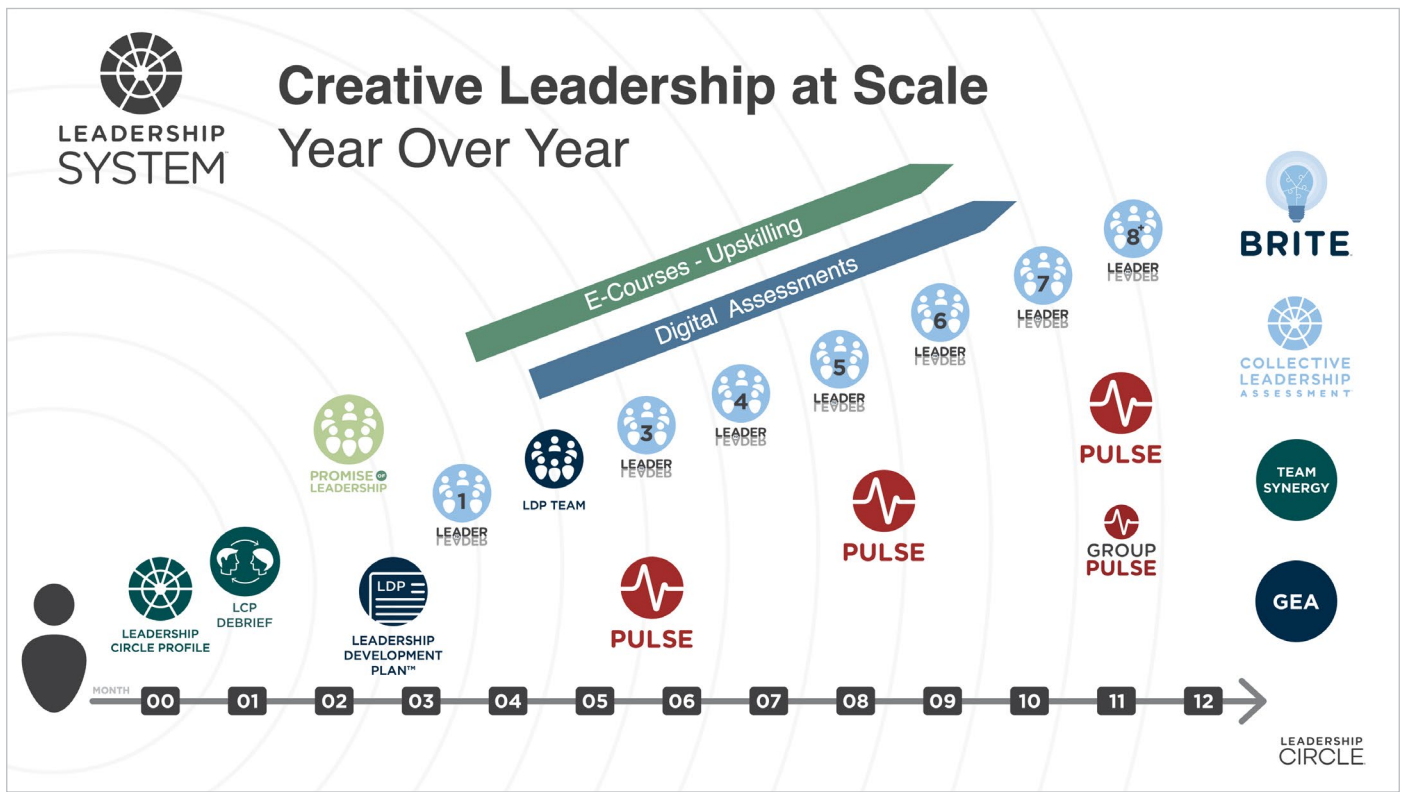
THE BUSINESS CASE, DEVELOPMENT GAP, AND VISION



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THE BUSINESS CASE, DEVELOPMENT GAP, AND VISION



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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
- 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.

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***INVESTMENT
CONSIDERATIONS***

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INVESTMENT CONSIDERATIONS

LICENSE INVESTMENT-

Type of License	Annual Investment Amount
Individual License: • Practitioners purchase a license for individual use • Offering the LS programs solo • Likely delivering to a handful of teams throughout the year	Choose anytime during the first year; covered with new certification.
Affiliate License: • For small to midsize consultancies of 3-8 who are offering the LS program • Likely delivering for a few organizations - internal cohorts and teams of 40+ leaders	
Premium License: • For organizations/consultancies (internally certified capacity and/or external group) of 9-15 who are offering the LS programs • Likely engaging with 75 - 200 leaders a year (+ <i>Service fee of \$30 pp from 200 – 750</i>)	
Enterprise License: • For practitioner and organizations above Premium license	See Channel Support



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INVESTMENT CONSIDERATIONS



What Do I Charge for LS?

- First and foremost, ensure your license investment creates meaningful and transformative ROI for you, your organization, your clients and their organization.
- Think about the sale of an LS System as an end-to-end solution with a series of events, IP and approaches that are built into the structure of transformative results.
 - In your calculations for price of investment:
 - Consider delivery + prep for each month, overall project guidance and mentoring required.
 - Consider the number of LCPs, 1:1 debriefs, and additional coaching done by you or your team, or a bank of coaching hours available, as needed, over the year.
 - Allow peer-to-peer coaching to do its work and put some time into ensuring that peers are connected and having their in-between sessions with each other (bullet one – project guidance/mentoring).
- Go create magic!

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***SCALING LEADERSHIP:
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SCALING LEADERSHIP: THE EVOLVING BUSINESS IMPERATIVE

AN ORGANIZATION
CANNOT PERFORM AT
A LEVEL HIGHER THAN
THE **CONSCIOUSNESS**
OF THE LEADERSHIP

PROMISE
LEADERSHIP

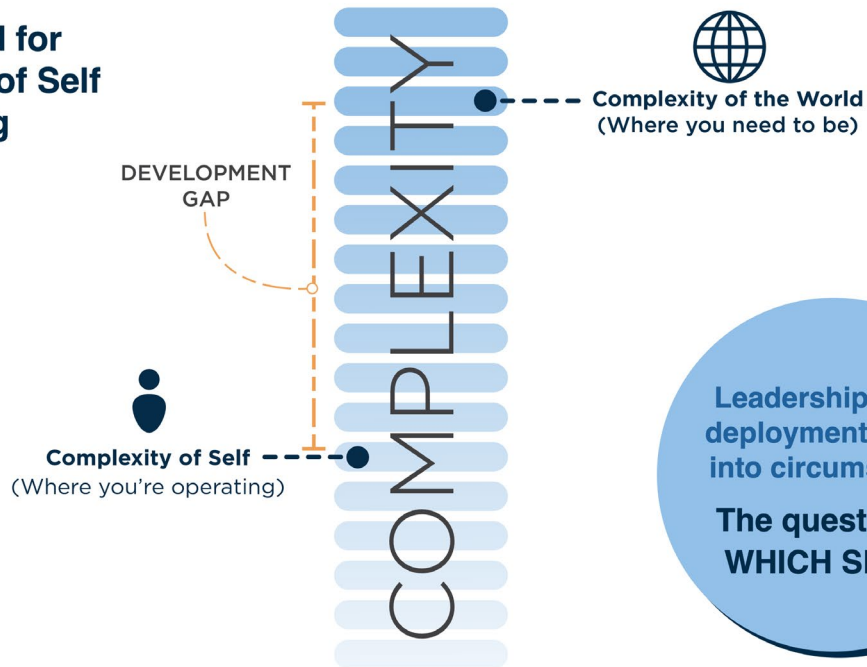
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SCALING LEADERSHIP: THE EVOLVING BUSINESS IMPERATIVE

**The Demand for
Complexity of Self
is Increasing**



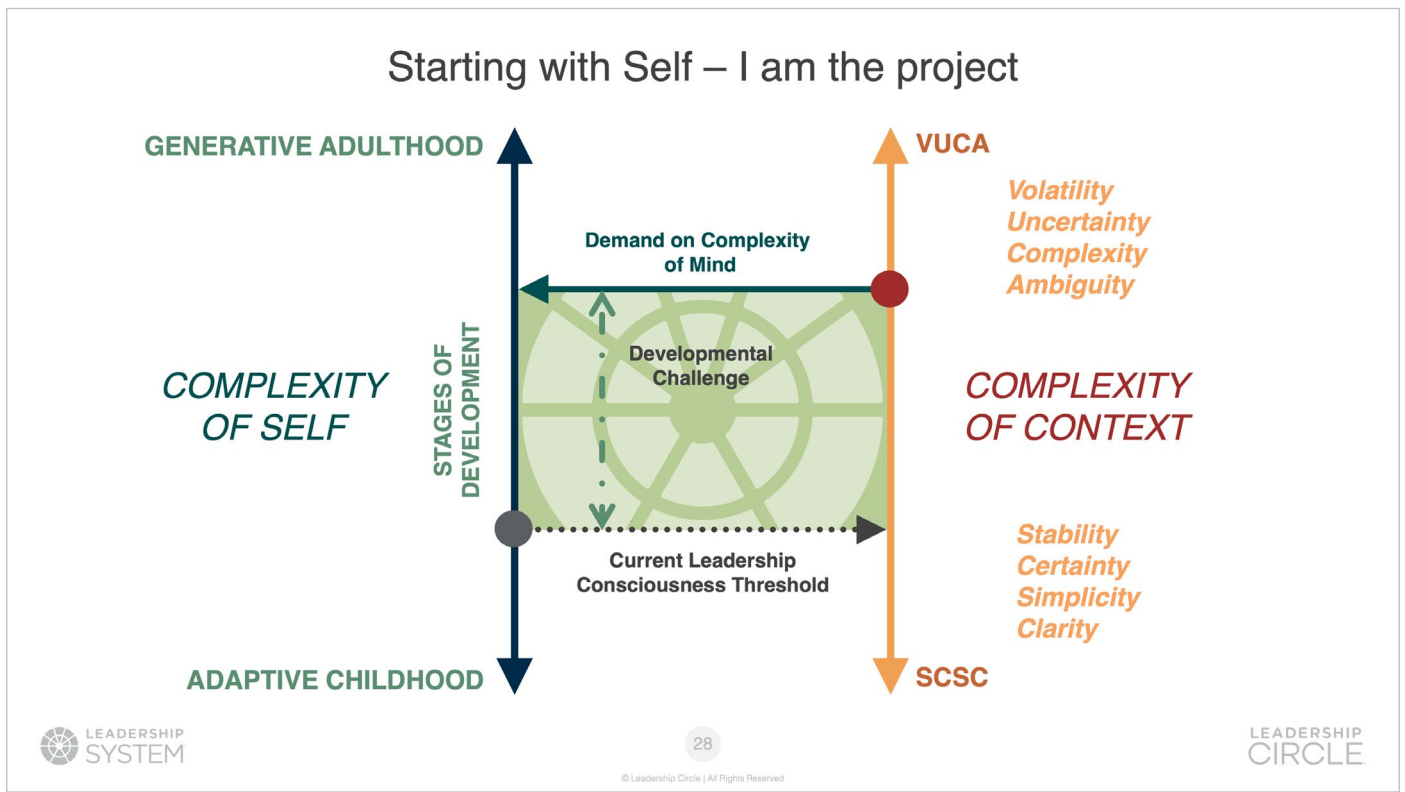
**Leadership is the
deployment of self
into circumstance**

**The question is
WHICH SELF?**

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SCALING LEADERSHIP: THE EVOLVING BUSINESS IMPERATIVE



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SELF-TRANSFORMING



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SCALING LEADERSHIP: THE EVOLVING BUSINESS IMPERATIVE

WHEN THE WHOLE IS MORE THAN THE SUM OF THE PARTS

SELF-TRANSFORMING

SELF-AUTHORING



Team's
Collective
Complexity
of Mind

SOCIALIZED

Demand on Complexity
of Mind

COLLECTIVE
Developmental
Challenge

Current Leadership
Consciousness Threshold

VUCA

Most 21st
Century
Challenges

SCSC



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How Leaders Scale Leadership



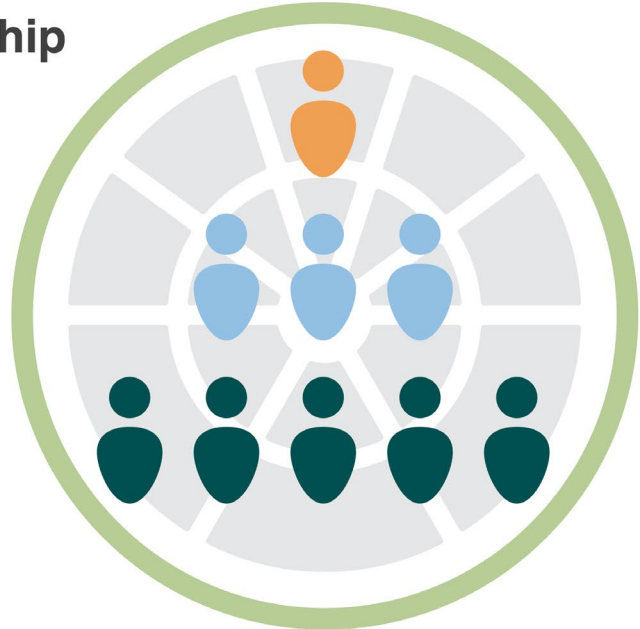
Start with Self – “I am the project”



Develop Your Team and Teams



Connect the Leadership System



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**SCALING LEADERSHIP:
THE EVOLVING BUSINESS IMPERATIVE**

Scaling LEADERSHIP

How Leaders Master and Scale Conscious Leadership

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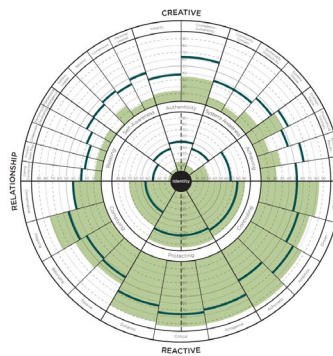
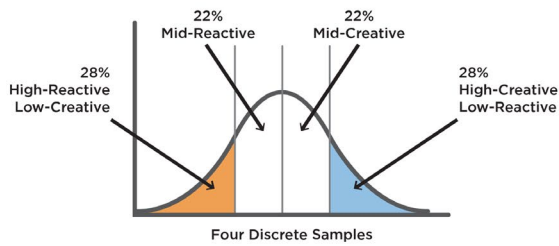
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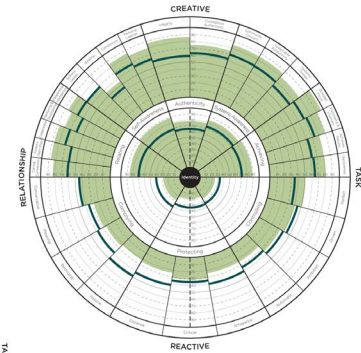
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The Study

How Senior Leaders Describe
Other Senior Leaders



High-Reactive Profile



High-Creative Profile



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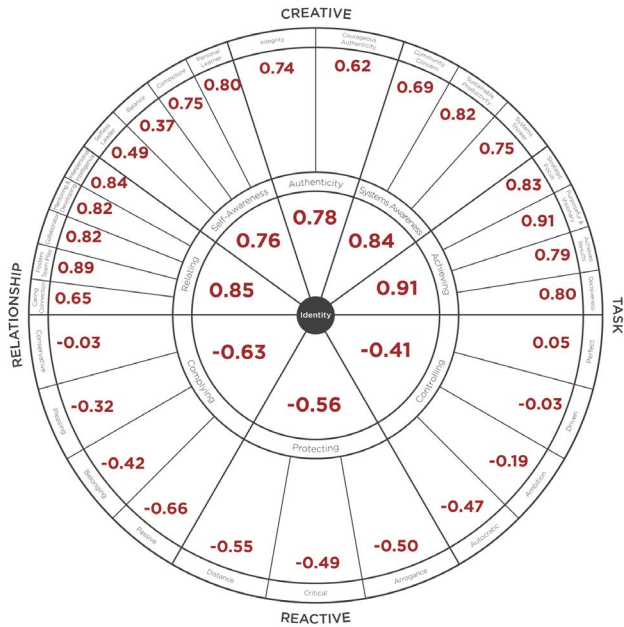
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SCALING LEADERSHIP: THE EVOLVING BUSINESS IMPERATIVE



LCP Correlations to Leadership Effectiveness



I am satisfied with the quality of leadership that this leader provides.



This leader is the kind of leader that others should aspire to become.



This leader is an example of an ideal leader.



This leader's leadership helps this organization to thrive.



Overall, this leader provides very effective leadership.



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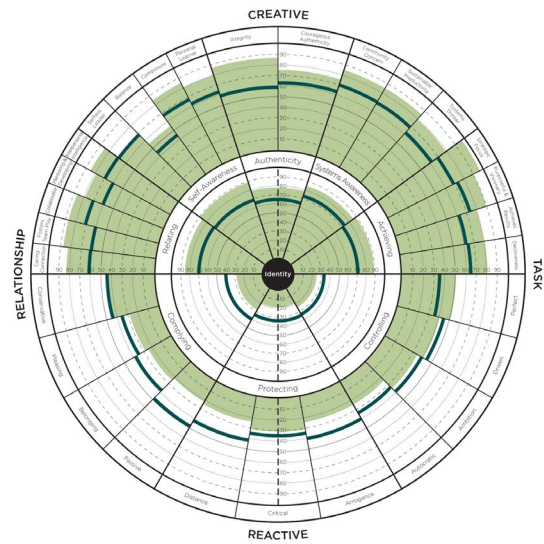
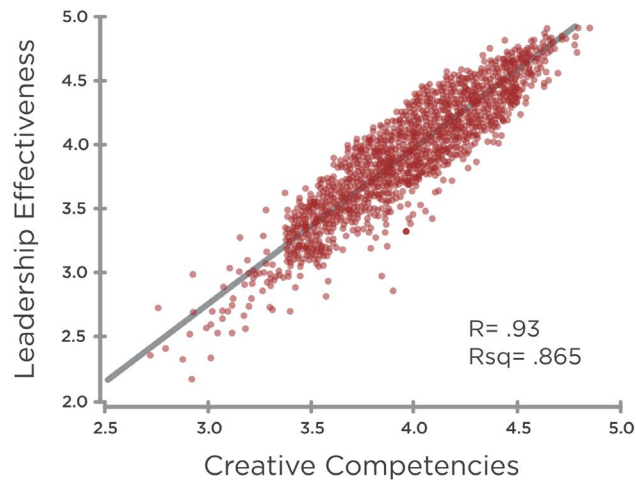


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High-Creative Leadership



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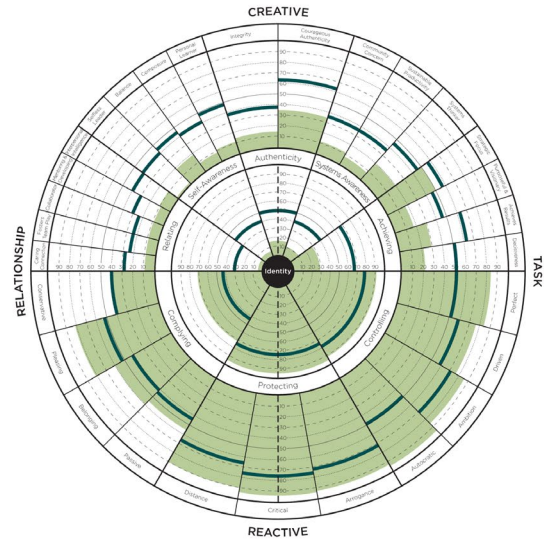
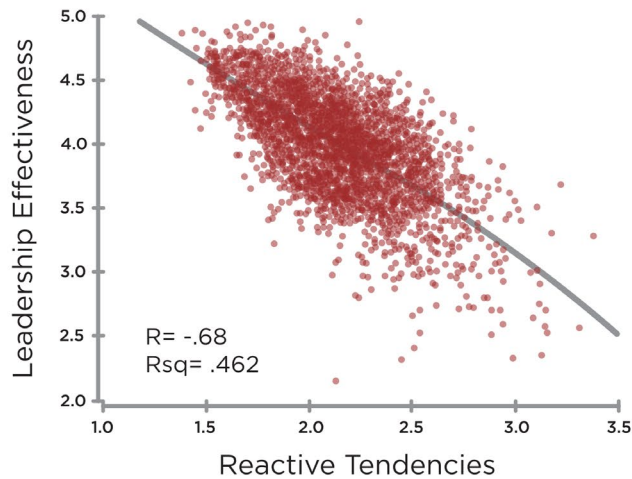


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High-Reactive Leadership



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What Works: Creative Leaders' Strengths

What Differentiates the Most Effective Leaders



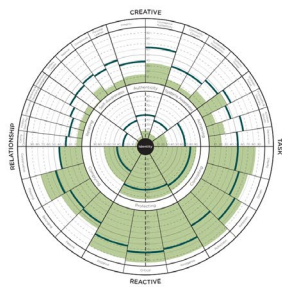
Creative leaders endorsed **2.3 times** more often than Reactive leaders

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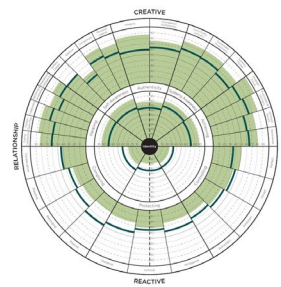


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Biggest Gaps Between Creative and Reactive Leaders' Strengths



THEMATIC STRENGTHS	GAP	
	Strong People Skills	51
	Good Listener	43
	Team Builder	43
	Leads by Example	42
	Develops People	35
	Personable/Approachable	33
	Calm Presence	26
	Empowers People	25
	Person of Integrity	24
	Visionary	22



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Leader Liabilities

Most Reactive versus Most Creative



Reactive leaders endorsed **6.5 times** more often than Creative leaders



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The Canceling Effect

Are You Canceling Yourself Out?



Reactive strengths are **1.0 times** liabilities – essentially equal/offsetting



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Business Performance Index

Research based on 486 organizations and organizational units.
There were six categories for evaluating business performance:



Sales /
Revenue



Market
Share



Profitability /
ROA



Quality of
Products &
Services



New Product
Development



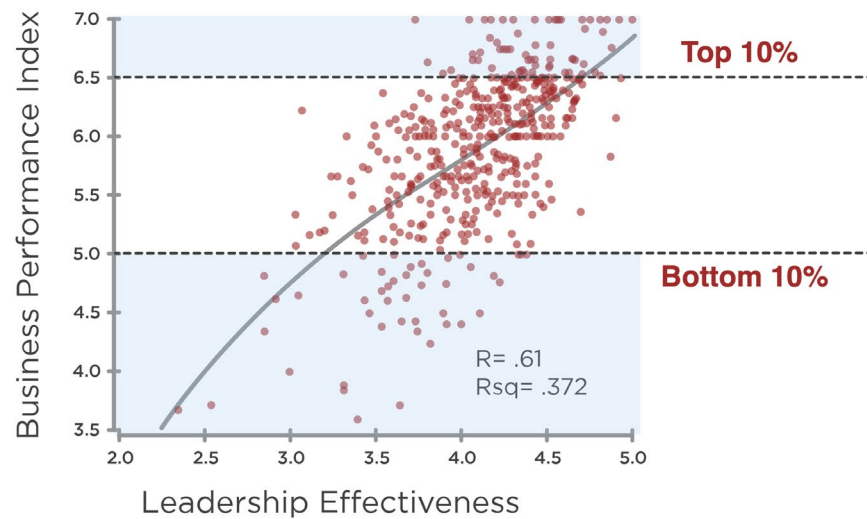
Overall
Performance

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Leadership Effectiveness & Business Performance



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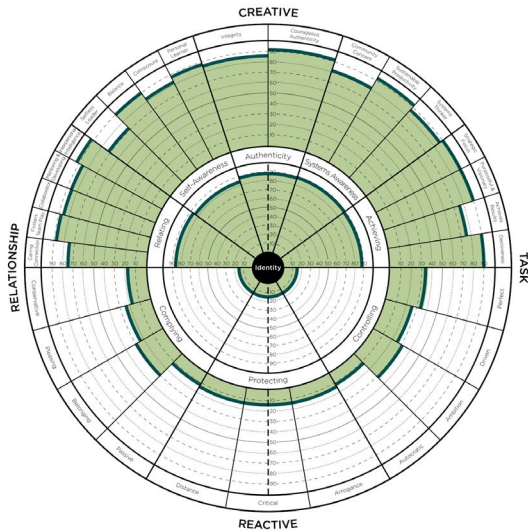


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SCALING LEADERSHIP: THE EVOLVING BUSINESS IMPERATIVE

The Argument



Leadership matters

Performance
Culture
Engagement
Agility
Innovation



We know what it is!

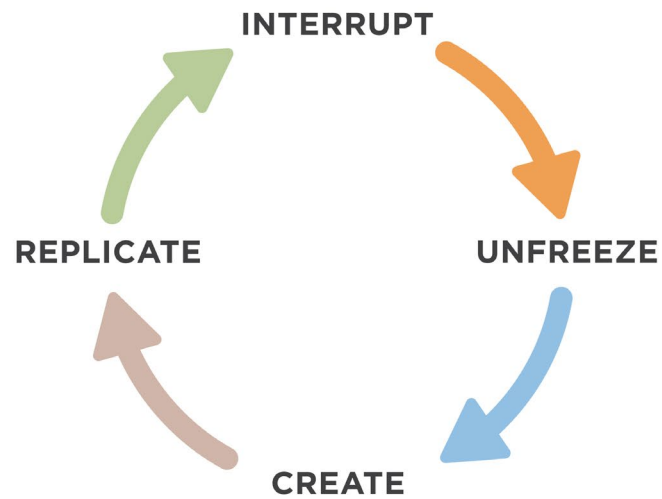
And we know how to develop it!

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SCALING LEADERSHIP: THE EVOLVING BUSINESS IMPERATIVE

Meaning Creation Cycle



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PROMISE OF LEADERSHIP

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Soul of Course

As an Individual:

"I am wonderfully unique and inherently complex. I am on a journey of self-discovery and learning much about myself as a leader. Promise of Leadership is igniting the fire within me to evolve, grow, transform and fulfill my potential."

As a Leader:

"Leadership is a promise and a calling, and I am a gifted leader. I can be an even better leader and there are many resources that I can tap into to discover the truth about my leadership. Feedback is an ally to my growth."

As a Change Agent:

"My growth as a leader will increase my impact and contribution to my team and my organization. We can grow, and as a result of this, the world is a better place."



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Purpose of the Promise of Leadership

**Provides front-end framing
about our viewpoint of
leadership in complexity**

**Guides all future work in a
coherent, systemic way**

**Delivers the LCP common
experience in a peer-group
context**

**Organizes participants for the
next steps of The Leadership
System**



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Essential Takeaways for Participants



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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

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Framing Leadership in Complexity



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PROMISE of Leadership

- IMPLICIT
- EXPLICIT



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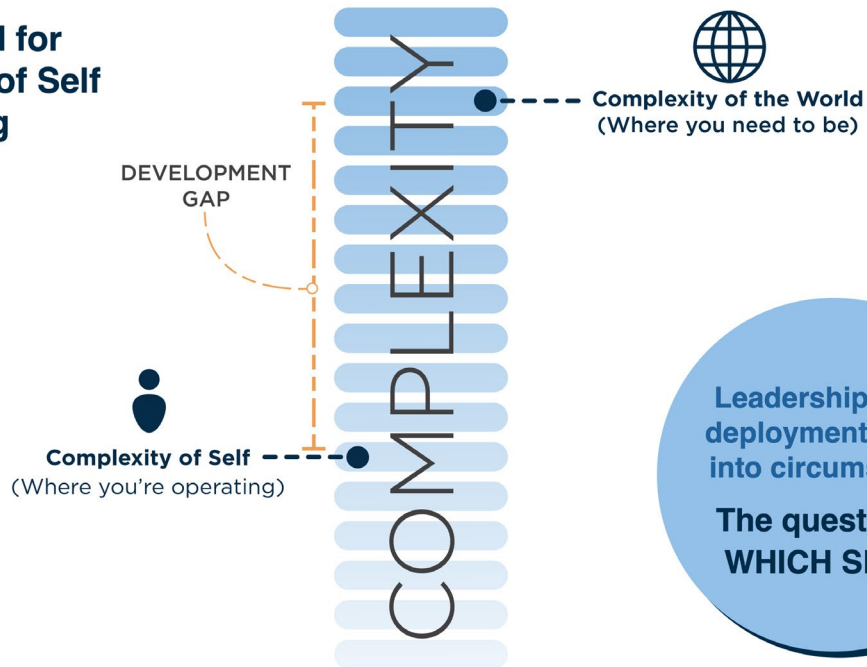
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The Demand for Complexity of Self is Increasing



Leadership is the deployment of self into circumstance
The question is WHICH SELF?

NOTES



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AWARENESS

How self-aware am I?
What do I pay attention to?

IMPACT

What impact do I create across the organization? What is my impact in every context in which I am required to lead?

ADAPTABILITY

Am I adapting and evolving at a pace that ensures I am meeting the complexity of our business?

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AWARENESS

“Awareness is the gateway to consciousness”

Cindy Adams

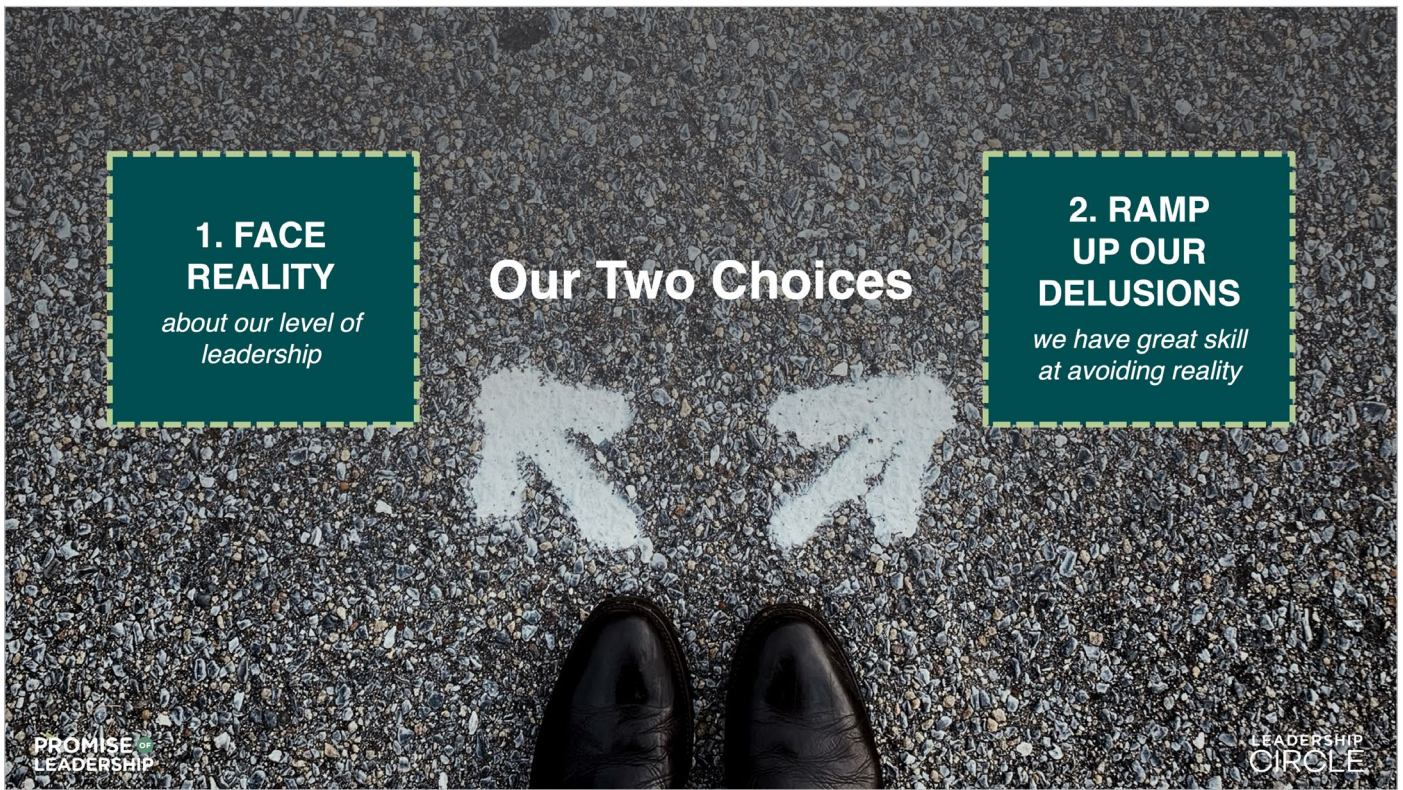
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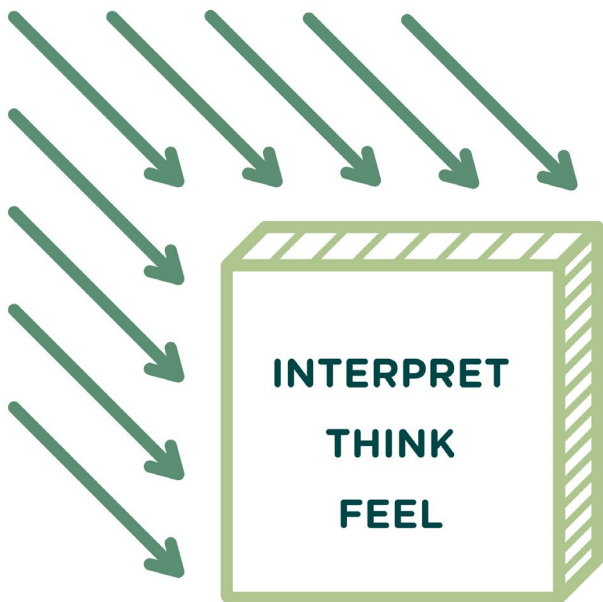
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Inside Game
Me on Me



Outside Game
One on One



Outside Game
One on Team



Outside Game
One on Many (organization/system)

"An organization will never perform at a level higher than the consciousness of its leaders."

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ADAPTABILITY

"Absolutely foundational to this is the capability to seek out and make use of feedback."

Ronald Heifetz

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A LEADERSHIP IMPERATIVE

The rate of leadership development must (at a minimum) keep pace with the rate of change.

"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change."

Charles Darwin

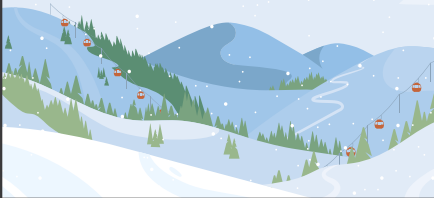
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Meet Lindsey, 	a world champion snowboarder. 	Today's race is for the Snowboard World Cup title. 
Lindsey starts out strong, obtaining a wide lead.  Focused on others, Lindsey looks back.	 The winning margin grips Lindsey to do a showboat trick.	Over-rotating, a fall ensues,  the race is won by another racer.

Inner and Outer Game

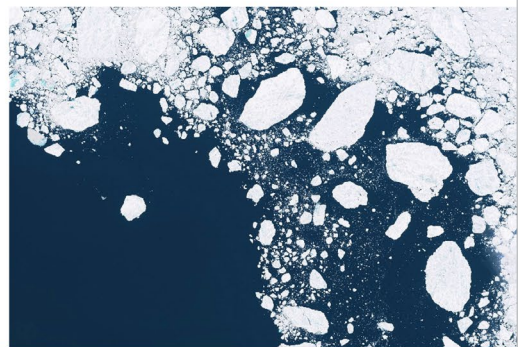
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Characteristics of Adaptive Challenges

- Complexity
- Lack of clear solutions
- Adaptive change
- Collaboration and learning
- Long-term and ongoing process



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Creative and Reactive Operating Systems

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*Out of your head
and into your body*

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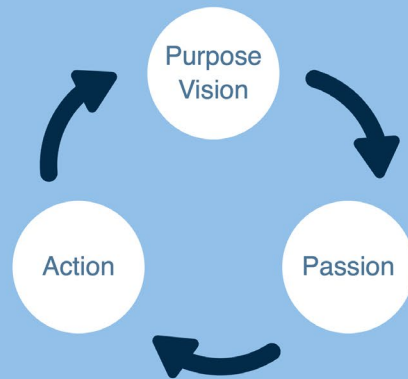
Two Structures of Mind

Problem - Reacting



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Outcome - Creating

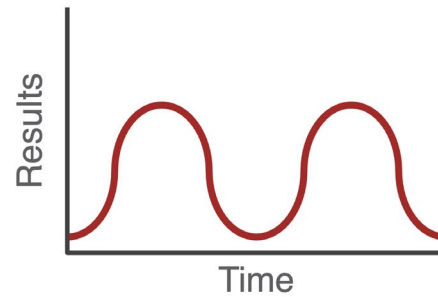


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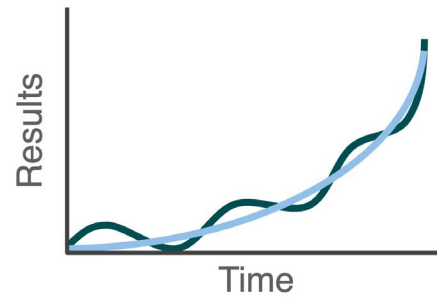
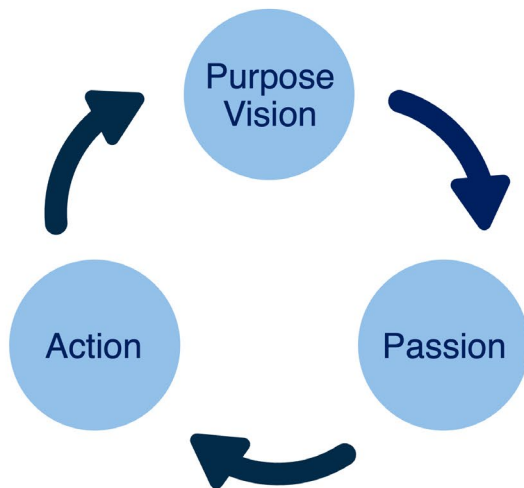
REACTIVE Structure of Mind



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CREATIVE Structure of Mind



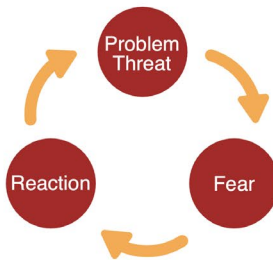
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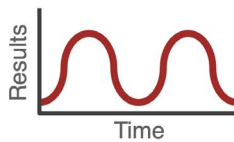
Two Structures of Mind

Problem - Reacting

Anxiety Containing



Identity Maintaining

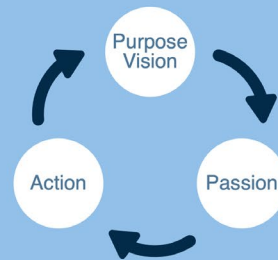


Balancing / Oscillating Loop

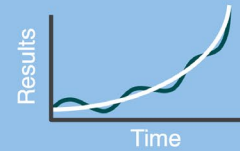
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Outcome - Creating

Potential Unleashing



Identity Evolving



Growth / Generative Loop

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PROMISE OF LEADERSHIP

AN ORGANIZATION
CANNOT PERFORM AT
A LEVEL HIGHER THAN
THE ***CONSCIOUSNESS***
OF THE LEADERSHIP

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PROMISE OF LEADERSHIP



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Gifts and Costs of the Reactive

Gifts

- What's your intent when standing there?
- What are you trying to do?
- What's the gift in that?

Costs

- What's the cost of this Reactive Tendency?
- What does it cost you personally?
- What does it cost the organization?



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Creative Competency Discussion

- What about this Creative Competency drew you to it?
- How does it feel as you stand there?
- What is possible within this Creative structure that was not possible in the Reactive structure you were standing in earlier?

NOTES



Partner Sharing

- What are you learning about the gifts and costs of your Reactive Tendencies?
- Did you discover any blind spots in your debrief with your coach or in your team conversation?
- What about your Reactive Tendencies could limit your career / growth / effectiveness (as you see it today)?
- What are you taking away from the Creative Competency exploration?



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PROMISE OF LEADERSHIP

**The day came when the
risk to remain tight in a bud
was more painful than the
risk it took to blossom.**

Anais Nin

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REACTIVE

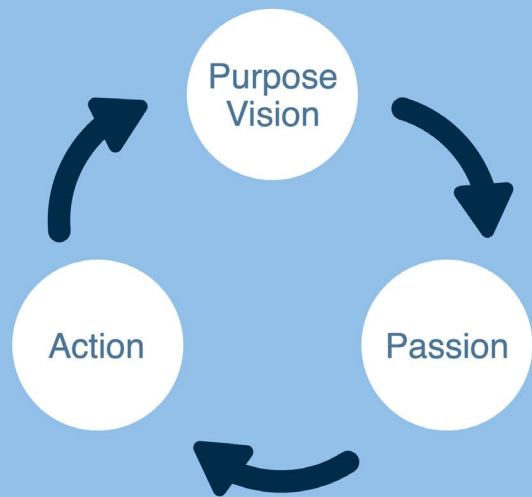
Structure of Mind



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SYSTEM

CREATIVE

Structure of Mind



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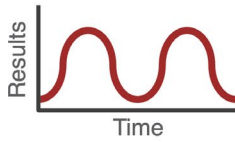
Two Structures of Mind

Problem - Reacting

Anxiety Containing



Identity Maintaining

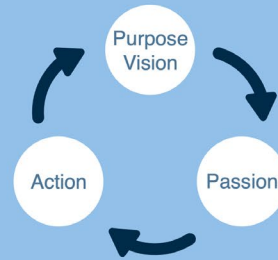


Balancing / Oscillating Loop

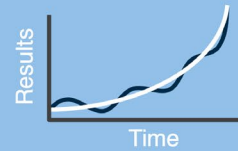


Outcome - Creating

Potential Unleashing



Identity Evolving



Growth / Generative Loop



NOTES



The Reactive Stance

World View	Scarcity, Mistrust
Dominant Emotion	Fear, Anxiety
Strategies (Focus on avoiding bad things)	Seek relief from symptoms of problems Avoid: being wrong being rejected being uncomfortable losing
Behaviors	Over-control people and situations Be distant and invulnerable Suck up to win approval Passively make yourself “small”



NOTES



PROMISE OF LEADERSHIP

The Creative Stance

World View	Abundance, Possibilities	
Dominant Emotion	Hope, Courage	
Strategies (Focus on creating what matters most)	Create vision that really matters	
	Choose to act <i>now</i>	
	Live with being:	
	wrong rejected uncomfortable	
Behaviors	Face your doubts and fears	
	Partner with customers	Invest in other's success
	Take accountability	Cultivate self-awareness
	Engage authentically	Think systemically
	Extend trust	Work on purpose and vision
	Collaborate	



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PROMISE OF LEADERSHIP

6 Conditions Assessment



<https://leadershipcircle.outgrow.us/THE-6-CONDITIONS-OF-LEADERSHIP>



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THE 6 CONDITIONS OF LEADERSHIP

Assessment Results

Review the score for each Condition to see your strengths and opportunities for improvement.

Click this button to save your results so you can use them during the session.

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Purposeful Achievement

16

Creative Leadership

16

Deep Relationship

16

Radically Human

16

Systems Awareness

16

Generative Tension

NOTES



LEADERSHIP SYSTEM™

***SCALING LEADERSHIP:
WHAT IT TAKES, CONDITIONS
AND TRANSFORMATIVE
CHANGE***

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Scaling Leadership Video



NOTES



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

Build Leadership Systems

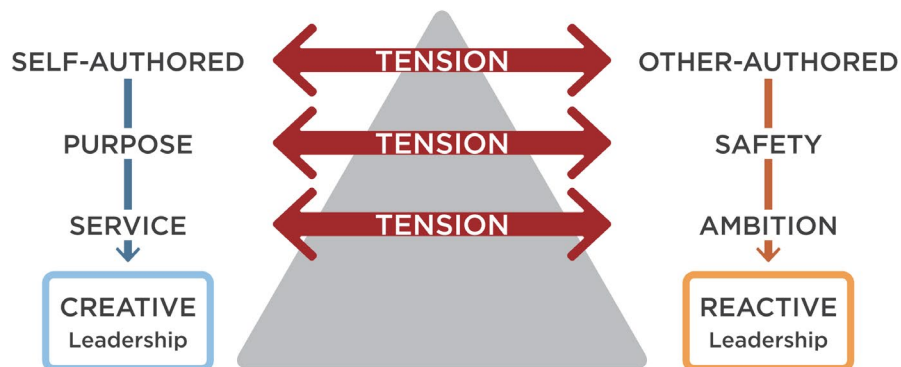
- **Systems Awareness**
 - Think “big picture” and design systems for durable, agile performance
- **Purposeful Achievement**
 - Coauthor a vision and be authored by a vision to guide outcomes that matter to us
- **Generative Tension**
 - Hold Creative tension for vision in the face of development gaps – hold everyone, including self, accountable

NOTES



3 moves model (fig. 11.6 in *Scaling Leadership*)

- Other-Authored to Self-Authored
- Safety to Purpose
- Ambition to Service



NOTES



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**

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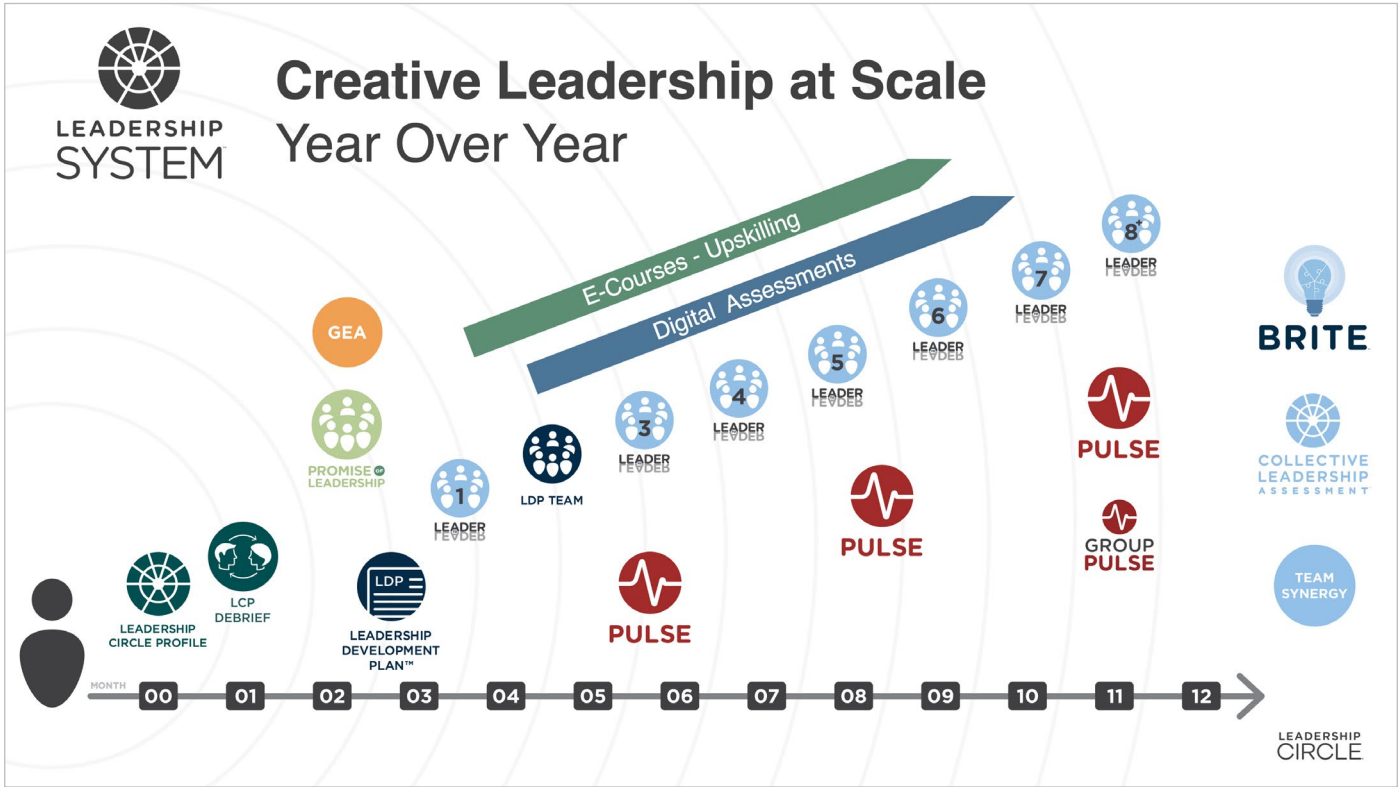
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LEADER TO LEADER

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NOTES



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

Beginning the Journey

Promise of Leadership

Mapping Your Journey

Accountability and Leadership Development Plan (LDP)

Awareness: Moving Toward Your Vision



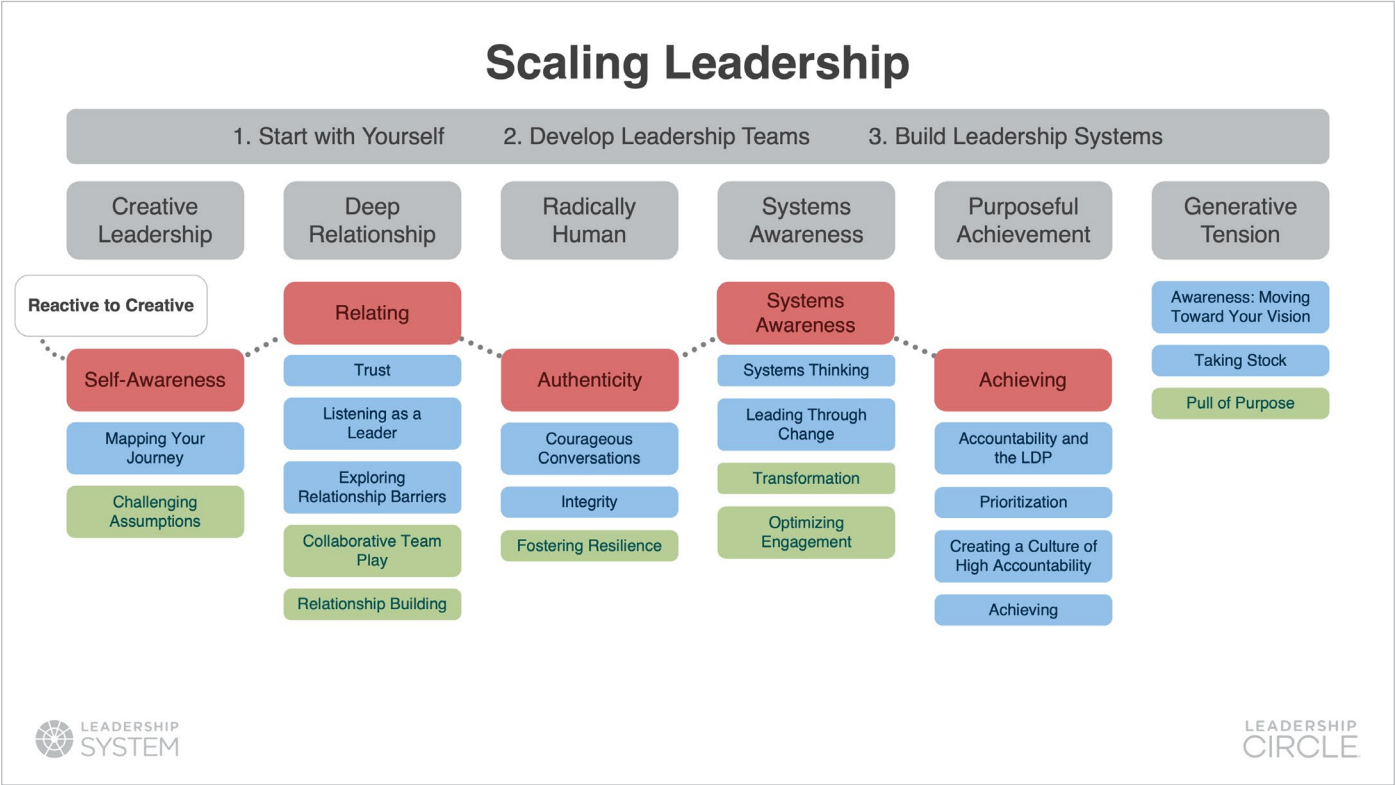
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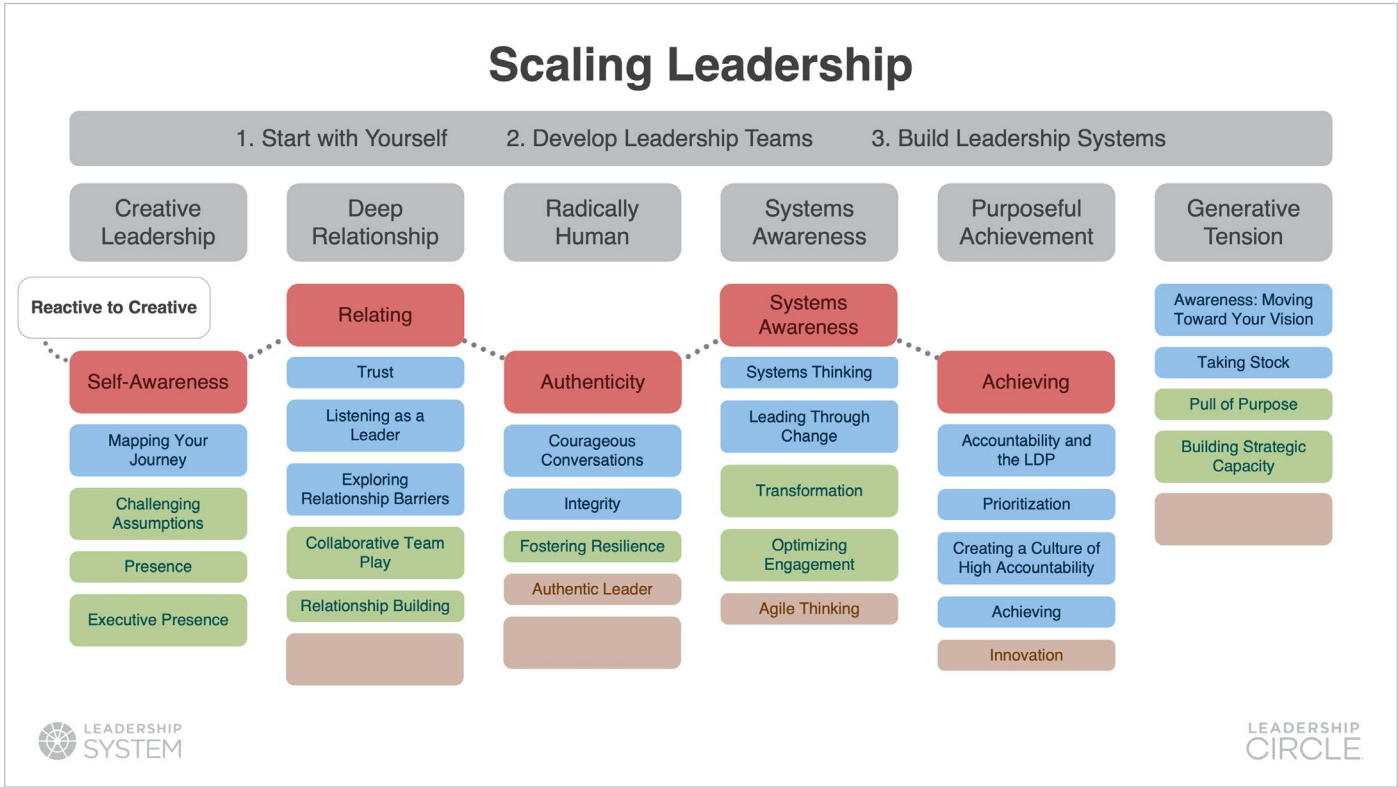
Scaling Leadership



NOTES



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NOTES



The Soul of the Course

Leadership development for leaders, in cohort, cross-functional settings to maximize scale

Supports leadership to lead with increasingly more capacity for Outcome-Creative orientation while understanding Problem-Reactive limits

Bias toward business outcomes: Performance effectiveness and culture impact WHILE we develop together

NOTES



L2L: Cohort-Based Model

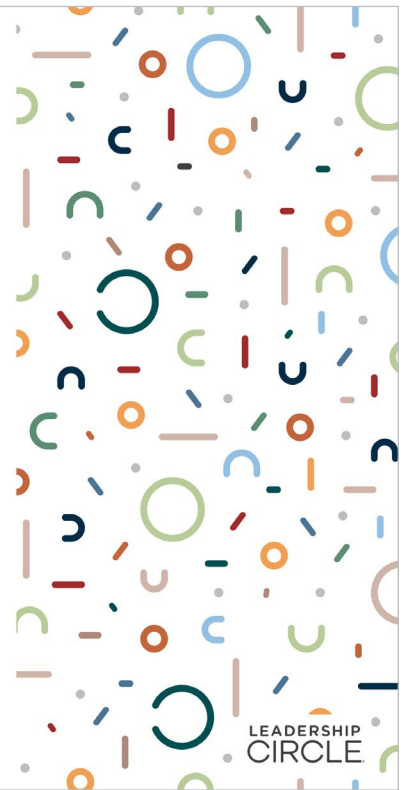
What's great about cohorts?

- Sustained conversation
- Social accountability
- Regular cadence of strategic timeouts
- Build trust and relationships
- Create sustained networks



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NOTES



The Purpose of L2L for Leaders:

- Become conscious as leaders and in their development journey
- Reveal and connect their “inner game” and “outer game”
- Shed light on their current leadership approach, beliefs and interactions and impact they have; what's required for them to be more effective
- Provide peer coaching and behavioral feedback for each other as they evolve and develop attitudes and skills to increase effectiveness
- Seek out and use feedback from others as a practice
- Demystify leadership effectiveness
- Take theory to application through discipline and follow through and new habits
- Adopt / socialize shared language and frameworks

NOTES



All courses have...

- 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.)
- Diversity and global perspectives integrated within the materials: images, quotes, stories, etc.
- Tactics, how-to's and actionable strategies.
- Facilitator guides that provide in-person and virtual classroom instructions. Digital workbooks with fillable PDFs.
- E-learning courses support the topic, upskill competency and help leaders go deeper.
- Support materials and tools (articles, online discussions, on-the-job activities, videos, books, etc.). These could be assignments in between the sessions.

NOTES



High-Level L2L Design – 4.00 hour version

45 min

Introduction and Participant Engagement

- Brief agenda of Leader to Leader session
- “Coaching Point for Peer Coaches” – introduce one of many coaching points throughout the session’s engagement; the “secret sauce” of L2L is peer coaching
- Check-in to share progress since last session

120 min

Leadership Content Application with Reactive – Creative+ Somatic Integrations

- Focus on the session topic
- Work through participant handouts including research, surveys, Q&A, activities (done individually or in small groups)
- Group exercise or activity to “drill the skills” presented in the session topic

60 min

Dialogue, Coaching and Commitments

- Continued dialogue about the session topic
- Small group peer-to-peer coaching
- Commitments to progress between now and the next session

NOTES



Module Materials

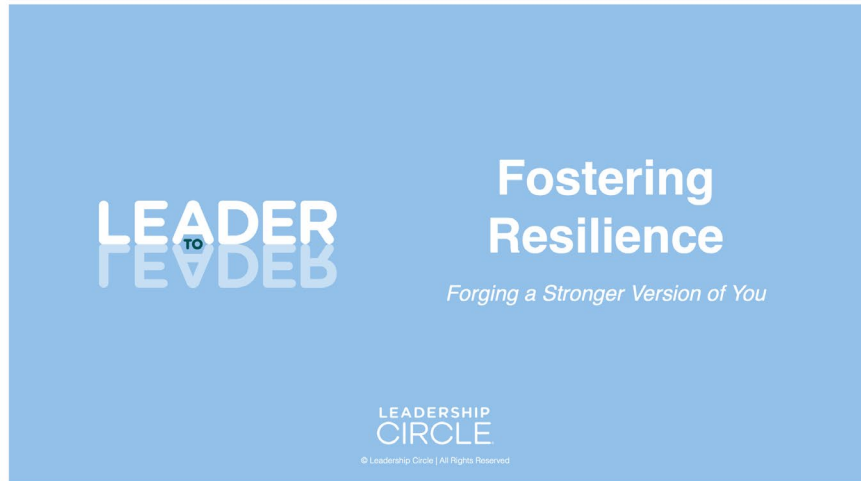
Facilitator Guide

Deck

Handout

*E-course

*Assessment



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OVERVIEW OF L2L MODULE

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AWARENESS: MODULE OVERVIEW

LEADER
TO
FOLLOWER

Awareness

Moving Toward Your Vision

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AWARENESS: MODULE OVERVIEW

AWARENESS

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
- Dig into today's topic: **Awareness – Moving Toward Your Vision**
- Share, coach, and be coached
- Wrap up with your takeaways and commitments

LEADER
FEEDBACK

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AWARENESS: MODULE OVERVIEW

Individual Check-In

- 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?

LEADER
LEADER



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AWARENESS: MODULE OVERVIEW

AWARENESS

TAKE A GUESS

How many times a day do
you look at your phone?



NOTES

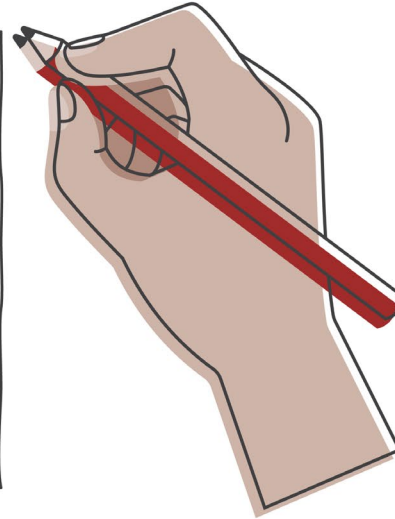


AWARENESS: MODULE OVERVIEW

AWARENESS

YOUR ASSIGNMENT:

Draw the home screen of your phone.



LEADER
TEACH

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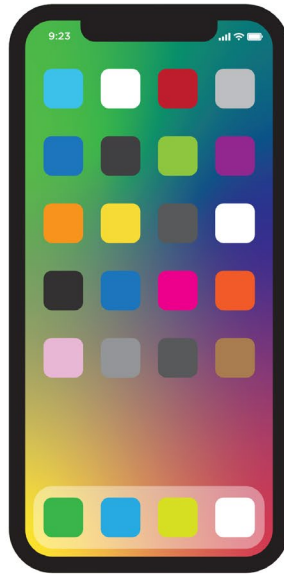
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AWARENESS: MODULE OVERVIEW

AWARENESS

How did you do?



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TEACH

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AWARENESS: MODULE OVERVIEW

AWARENESS

Awareness

precedes **Choice**

precedes **Change**

To accelerate your leadership journey...

"Notice. Name. And change your game."

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TEACHER

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AWARENESS: MODULE OVERVIEW

Noticing and Naming

What did you become more aware of as a result of your profile? How has it led to new choices?

What's your awareness of the costs and consequences associated with your Reactive Tendencies?

What's your awareness of the value of developing your Creative Competencies?

AWARENESS



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FEEDBACK

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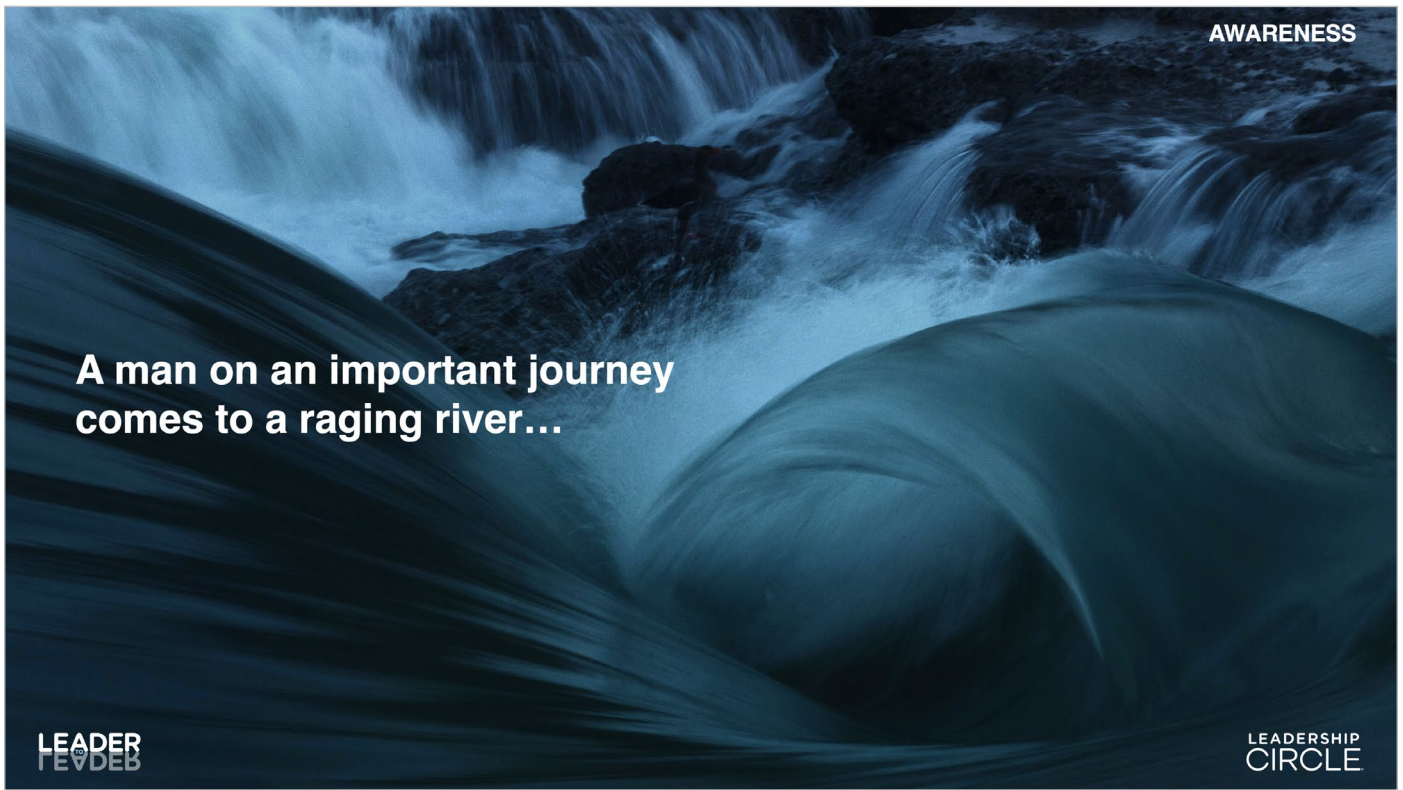
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AWARENESS: MODULE OVERVIEW



AWARENESS

**A man on an important journey
comes to a raging river...**

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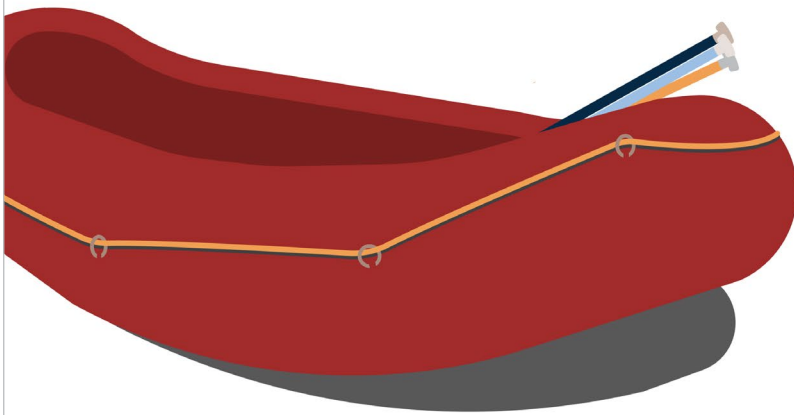
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AWARENESS: MODULE OVERVIEW

AWARENESS

Putting Down Your Rafts



Inner Game: Beliefs, assumptions, or stories we tell ourselves that are holding us back

Outer Game: Behaviors, actions, or habits that hold us back

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FEEDBACK

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AWARENESS: MODULE OVERVIEW

AWARENESS

Dialogue and Peer Coaching

Who has an issue, challenge,
or opportunity you'd like to
put on the table?



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Making Commitments With Yourself

A contract between your current self and future self

- It's easier to break the contract if:
 - The terms are not clear
 - Nobody else knows about it
 - Your future self loses nothing by failing to follow through
- It's easier to follow through when:
 - The commitment is clear and specific
 - Other people know about it
 - Your future self loses something for failing to follow through



NOTES



Takeaways and Commitments

What are you taking away from
today's session?

What are you committing to do
between now and the next session?

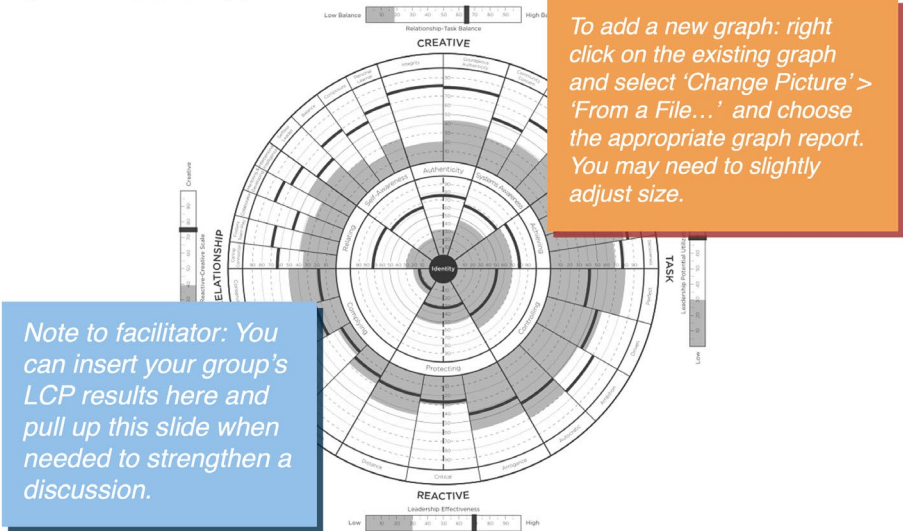
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AWARENESS: MODULE OVERVIEW

AWARENESS

Group LCP Results



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***GETTING READY AND
PICKING A COURSE***

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FOSTERING RESILIENCE: MODULE OVERVIEW

Overview

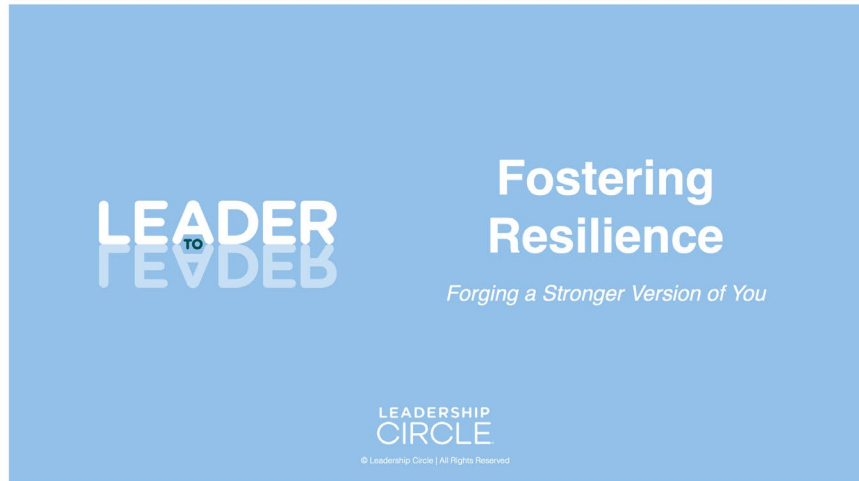
Facilitator Guide

Deck

Handout

E-course

Assessment



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What about Leader to Leader...

- Puts it in your “sweet spot”?
- Is a challenge or a stretch for you?

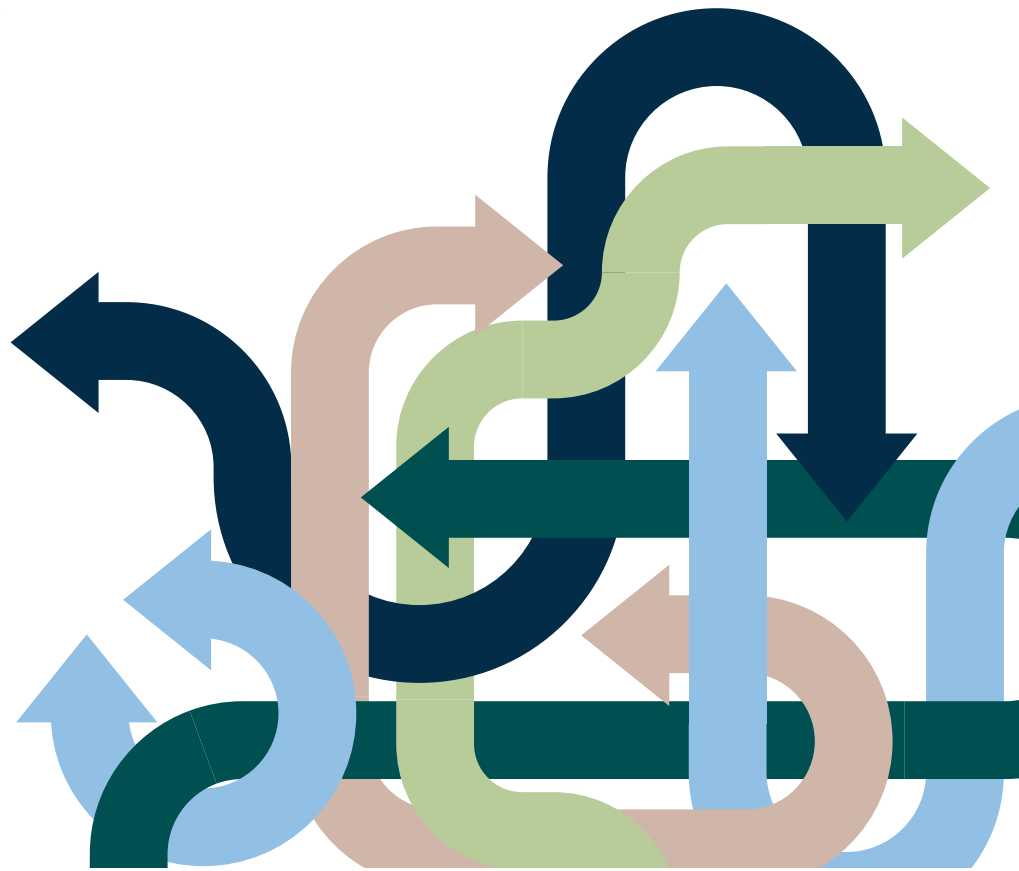
NOTES



ARE YOU READY?

HOW DO YOU KNOW YOU'RE **READY?**

- What do you want to be sure **gets across?**
- What is a potential **deepening point?**
- What is a potential **derailing point?**



NOTES



ARE YOU READY?

L2L Session Prep Questions

- What do you want to be sure **gets across**?
- What is a potential **deepening point**?
- What is a potential **derailing point**?



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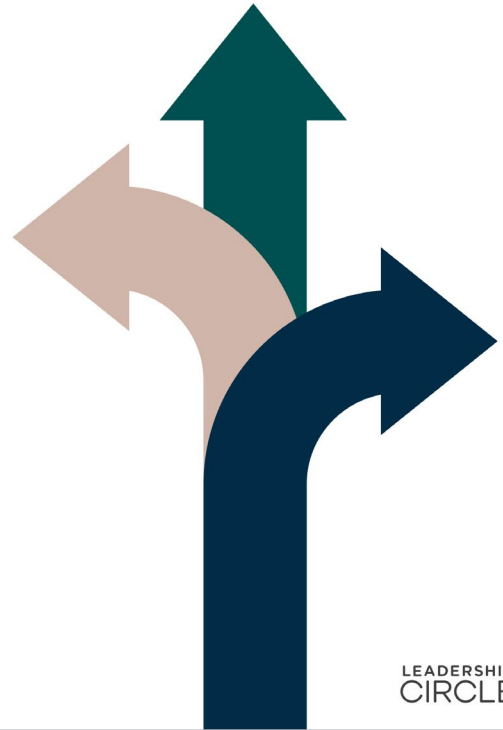


ARE YOU READY?

Preparation / Session Delivery

20 minutes for each group

- Pick your module
- Briefly give us the situation/cohort and which session you chose
- Quick overview of the session
- Speak to Questions 1-3
 - What do you want to be sure gets across?
 - What is a potential deepening point?
 - What is a potential derailing point?
- Provide an engaging 10- to 15-minute teach of some core content



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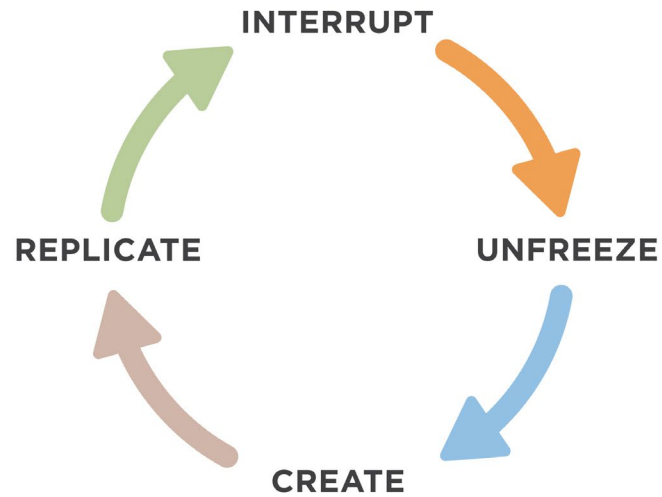
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ARE YOU READY?

Meaning Creation Cycle



NOTES



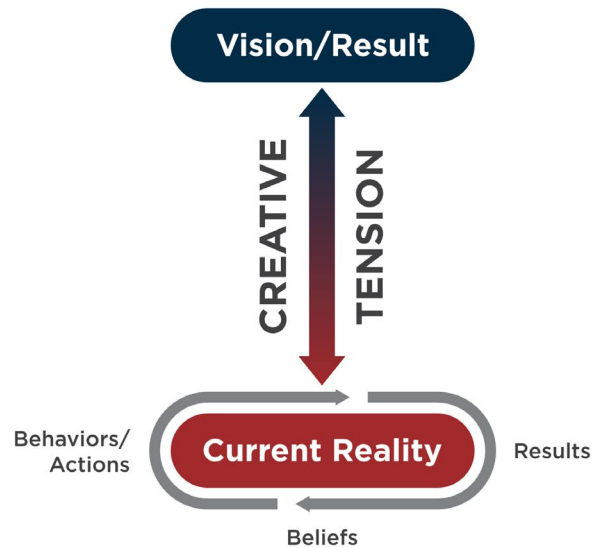
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***DOING YOUR WORK
IN THE WORK***

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Power to Create the Life We Want



NOTES



Creative Up: Authentic Leadership

Leadership is enhancing the collective capacity to create what matters most.

Authentic Leadership is:

- Embodying the future you believe in - even when it is not there yet.
- Living from purpose.
- Enhancing the collective capacity to create its desired future.
- Acting on your vision in every encounter.
- Not waiting for the next job to begin being who you are.
- Not waiting for the culture to change so as to make it safe for you to be great.
- Living your values and vision in the midst of mixed messages.
- "Be the change you want to see in the world" Ghandi



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DOING YOUR WORK IN THE WORK



Practices that Transform Leadership: Establish Generative Tension

1. **Telling the truth about what we want**
 - Discerning Purpose
 - Distilling Vision
 - Outcomes and Behaviors
2. **Telling the truth about current reality**
 - Knowing Doubts and Fears
 - Outcomes and Behaviors
3. **Rinse and repeat**
4. **Practice every day**



NOTES



Three Levels of Reality

Consensus Level Conscious

- Everyday life
- Facts / events

Dreaming Level Subconscious

- Feeling states
- Images / projections / emotional fields

Essence Level Essence consciousness

- The one world - unity
- Energetic hits / downloads
- Non-dualistic / true nature of something

NOTES



Purpose is Revealed



Discern Purpose

- ▶ My soul gift
- ▶ Is not where I am
- ▶ Is not the job I have
- ▶ Lasts a lifetime
- ▶ Is bigger than my roles
- ▶ Opens up the context for reaching out and influencing others
- ▶ Gives meaning to the various “functional” things I may do
- ▶ Is a calling or yearning

NOTES



DOING YOUR WORK IN THE WORK

Walking Exercise – Presence and Noticing

Think about my life aspiration – What is your yearning? / What might be an obstacle?

- Presence: Attune (solo distilling)
- Notice what draws your attention: (pair distilling)
 - What do you notice that catches you? – Don't evaluate it
 - What do you feel?
 - If, it had a message for you, what would be saying / what meaning would it be bringing?
 - How does it resonate with you in your body?
- Accept it's right: Practice acceptance and notice what comes



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DOING YOUR WORK IN THE WORK

Today's Exercises: Telling the Truth About What I Want

- Life listening – Partners Walk outside (done)
- Solo – “Musts” activity
- Solo and partner sharing – Musts refined
- Solo and partner sharing – Aspiration and descending currents
- Small Groups – Embodied Courageous Presence – What matters to you!
 - Group feedback



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***POSITIONING, SELLING AND
DESIGNING LEADERSHIP
SYSTEM***

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POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM



I AM MULTILINGUAL

I am fluent in business and/or
organizational performance...

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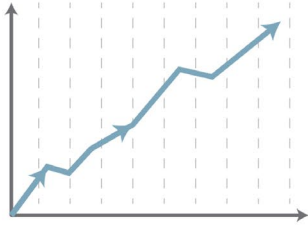


Effective **leaders**
outperform
ineffective leaders
**EVERY
TIME**

NOTES



POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM



Leadership Effectiveness Measurement

- How effective are you?
- How do you know?
- What is your ROI on your leaders?

Individual & Collective Leadership Effectiveness



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**POSITIONING, SELLING AND DESIGNING
LEADERSHIP SYSTEM**



- Leadership as a competitive advantage
- Leadership capacity and capability
- Organizational capacity and capability
Self, Team and Organization

NOTES



**POSITIONING, SELLING AND DESIGNING
LEADERSHIP SYSTEM**



NOTES



Three Domains of Leadership Team Effectiveness



LEADERSHIP PROCESS

- Science of Leadership
- Business Rhythm and Management Process



LEADERSHIP COMPETENCIES

- Outside Game of Leadership



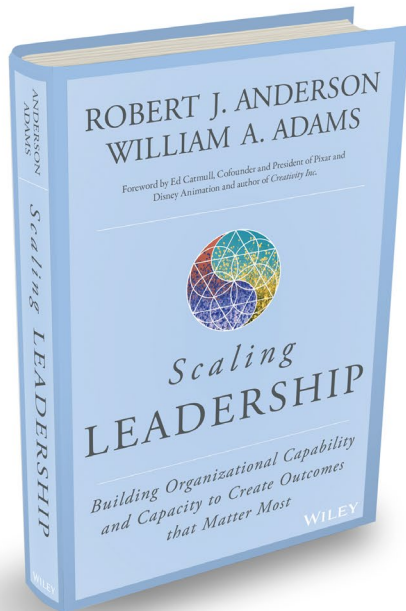
LEADERSHIP CONSCIOUSNESS

- Inside Game of Leadership

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POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM



*Leadership is about
scaling the capacity
and capability in the
organization to create
what matters most*



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POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM

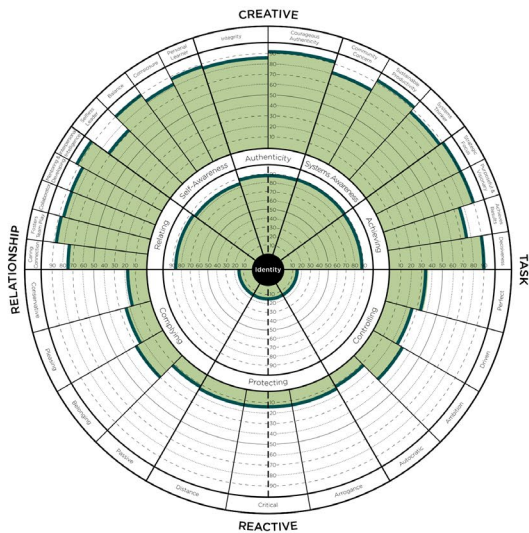
AN ORGANIZATION
CANNOT PERFORM AT
A LEVEL HIGHER THAN
THE ***CONSCIOUSNESS***
OF THE LEADERSHIP



NOTES



The Argument



**Leadership
matters**

- Results
- Performance
- Culture
- Engagement
- Innovation



**We know
what it is!**

**And we
know how to
develop it!**

NOTES



POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM

How Leaders Scale Leadership



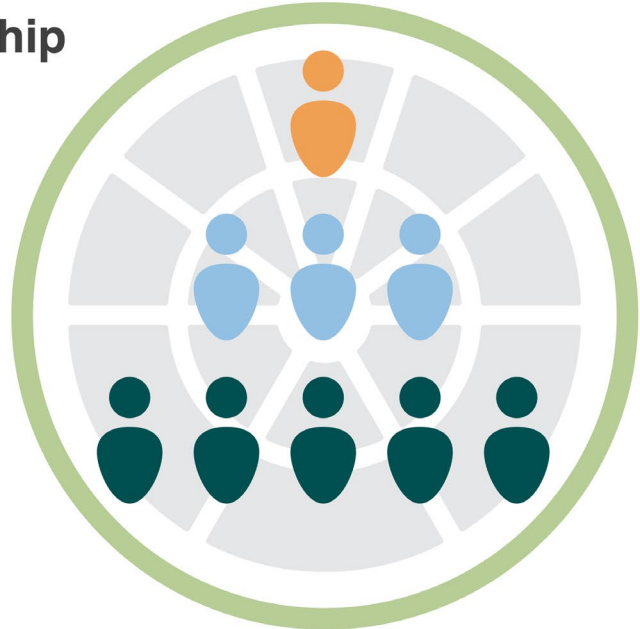
Start with Self – “I am the project”



Develop Your Team and Teams



Connect the Leadership System

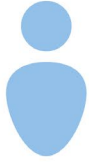


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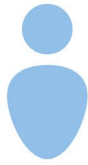
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Start With Yourself

All things change when we do.

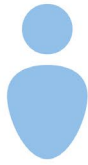
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Start With Yourself

*Take a deep look within yourself to
understand your strengths and
liabilities as a leader.*

NOTES



Start With Yourself

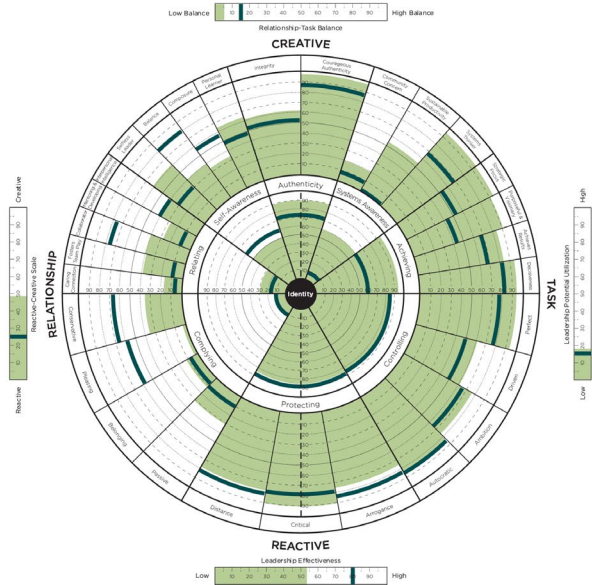
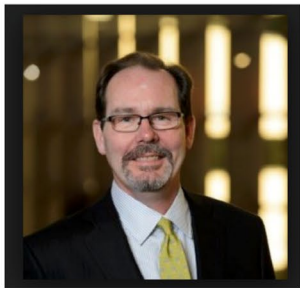
- *Awareness first: acknowledge your gap*
- *Harvest your feedback-rich environment*
- *Focus on the One Big Thing*
- *Reach out for help*

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POSITIONING, SELLING AND DESIGNING
LEADERSHIP SYSTEM

Jeff Hilzinger
2007

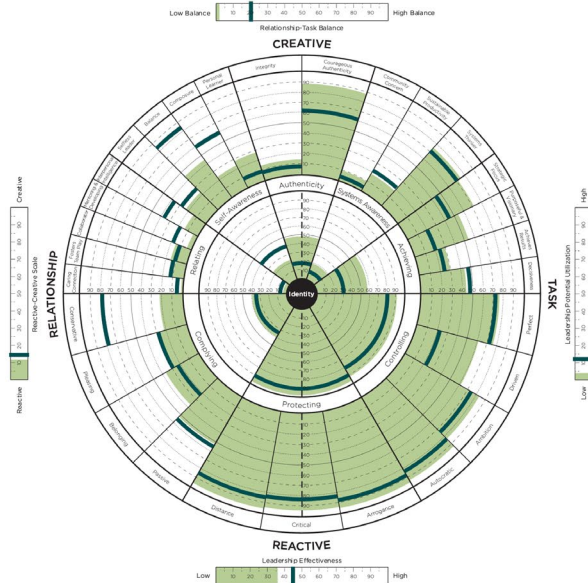
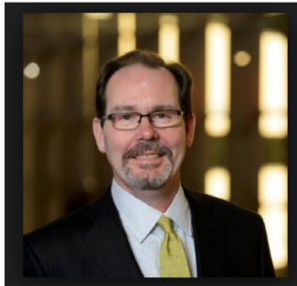


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POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM

Jeff Hilzinger
2011

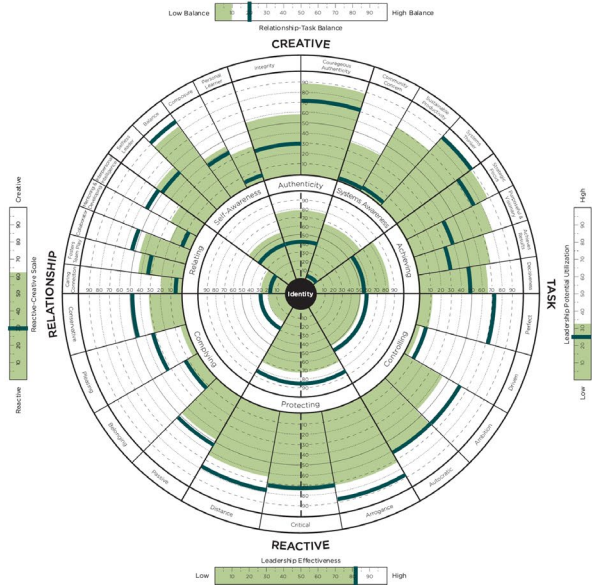
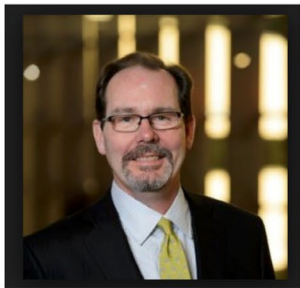


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POSITIONING, SELLING AND DESIGNING
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Jeff Hilzinger
2013

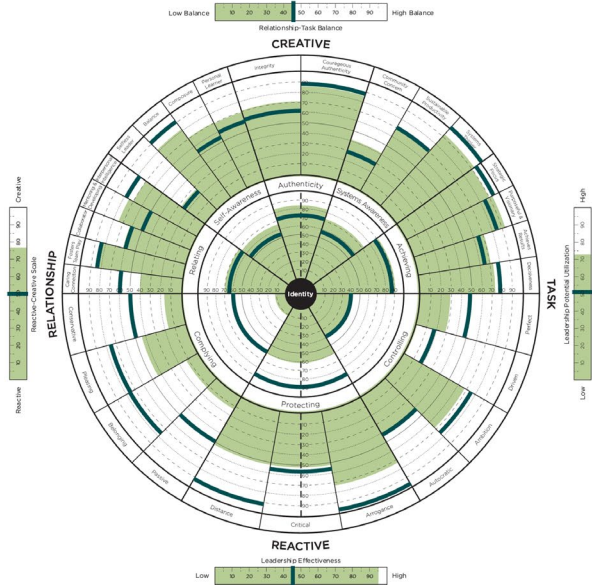
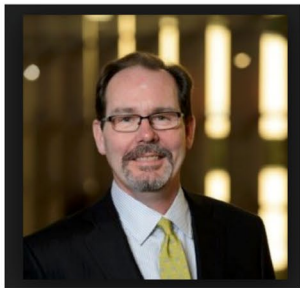


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POSITIONING, SELLING AND DESIGNING
LEADERSHIP SYSTEM

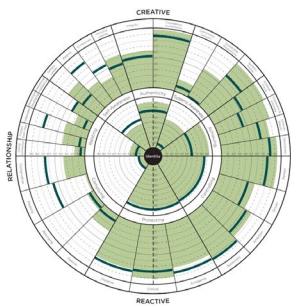
Jeff Hilzinger
2017



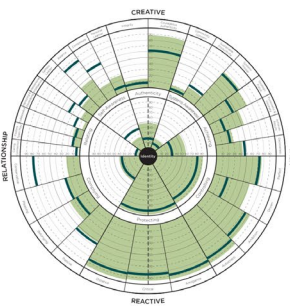
NOTES



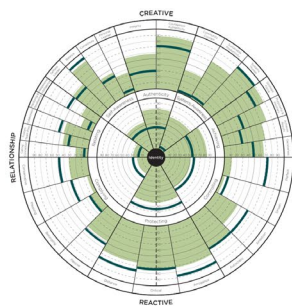
Jeff Hilzinger: A 10-year History



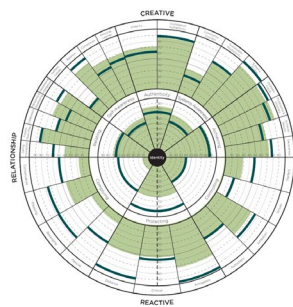
2007



2011



2013



2017



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NOTES



**POSITIONING, SELLING AND DESIGNING
LEADERSHIP SYSTEM**



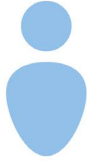
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NOTES





Start With Yourself

*Our clients work and development
starts with their **second** profile and
their third and ...*

*The lifeblood of ongoing systemic
change.*

NOTES



POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM

How Leaders Scale Leadership



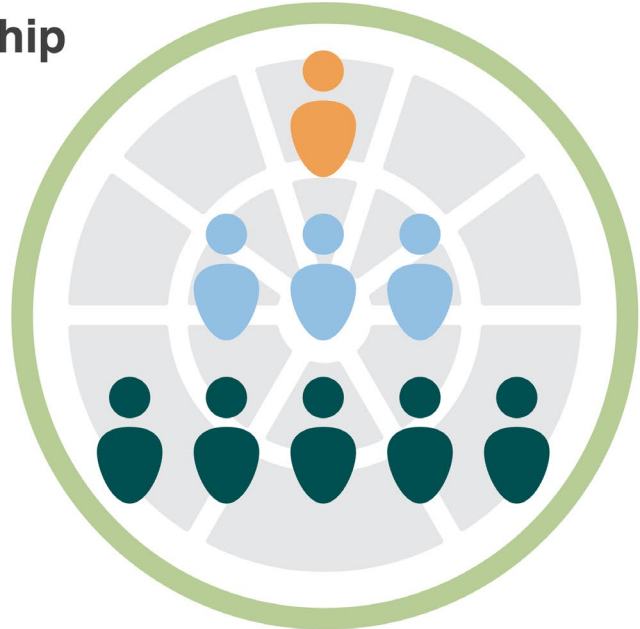
Start with Self – “I am the project”



Develop Your Team and Teams



Connect the Leadership System



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Develop Leadership Teams

Once you have an understanding of your own strengths and liabilities as a leader and have begun your own leadership journey, the next step is to shift the focus to your leadership teams. This begins the process of scaling leadership beyond yourself.

NOTES



Develop Leadership Teams

*To work on the culture of the Top Team is
to work on the culture of the organization.*

NOTES



Develop Leadership Teams

- *Lead the development agenda*
- *Assess individual and collective effectiveness*
- *Build alignment around what matters*
- *Get the right people in place*

NOTES



POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM

Mike Jett
2007



Honda Functional Regional Head for Supply Chain
Vice President / Plant Manager
Honda Precision Parts of Georgia (HPPG)

- 250,000-square-foot transmission manufacturing facility in Tallapoosa, Georgia.
- \$100 million facility supports production of Honda vehicles.



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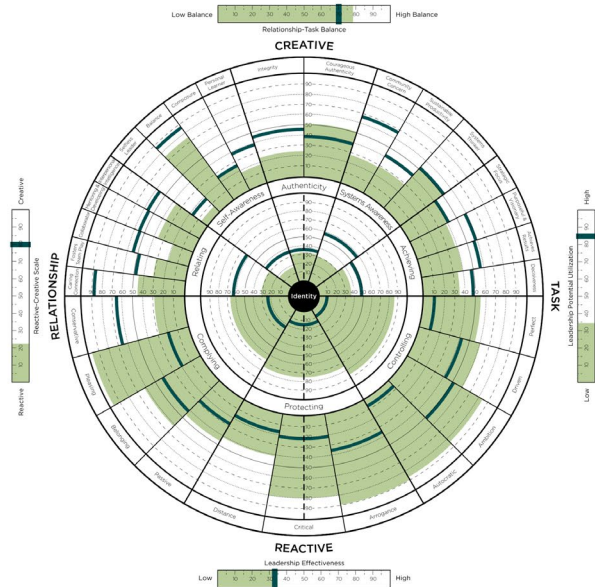
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POSITIONING, SELLING AND DESIGNING
LEADERSHIP SYSTEM

Mike Jett
2012



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***“Learning to yield.
I had to give up my right to speak first,
to always be right, to make the final
decision and to control everything.”***

—Mike Jett



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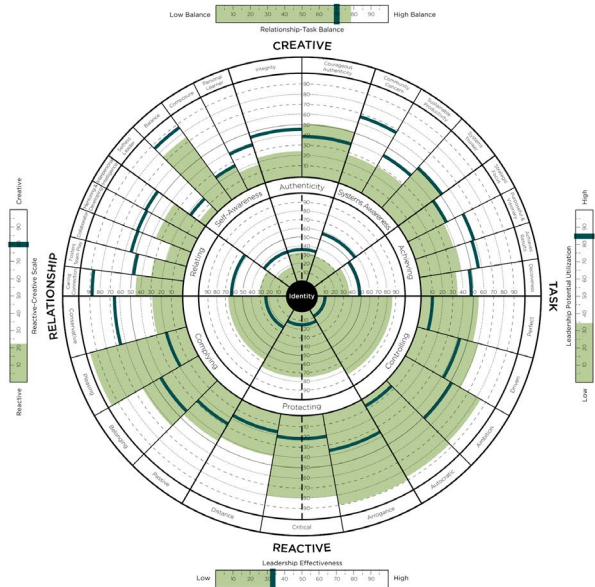
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Mike Jett
2012



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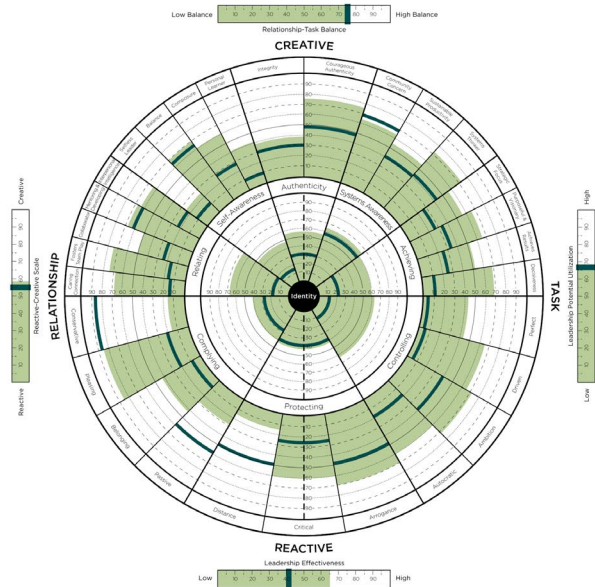


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LEADERSHIP SYSTEM

Mike Jett
2014

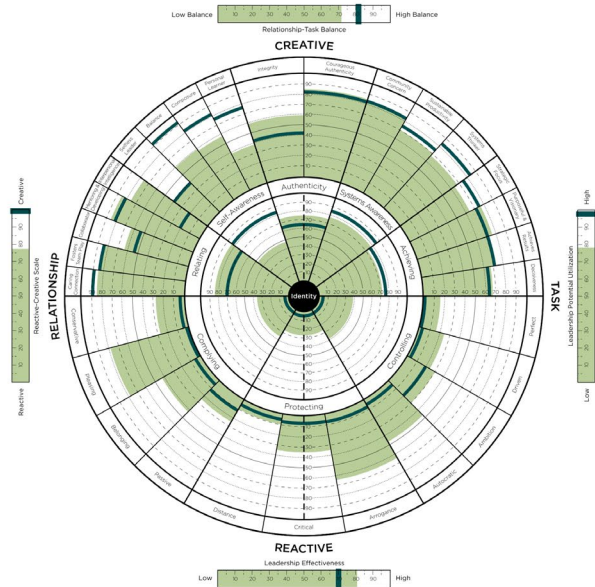


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LEADERSHIP SYSTEM

Mike Jett
2017



NOTES



POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM

Results

- **PRODUCTIVITY:** Increased 8 percentage points from 88 to 96%
- **SAFETY:** The incidence of injury rate dropped from 9 to 0.5, the lowest in the company
- **QUALITY:** The customer complaint measure went from 90 to 19—setting company and industry records
- **EMPLOYEE RETENTION:** Attrition went from 17% (meaning they were losing 17% of their manpower annually) to 6% and moving toward their goal of 3%



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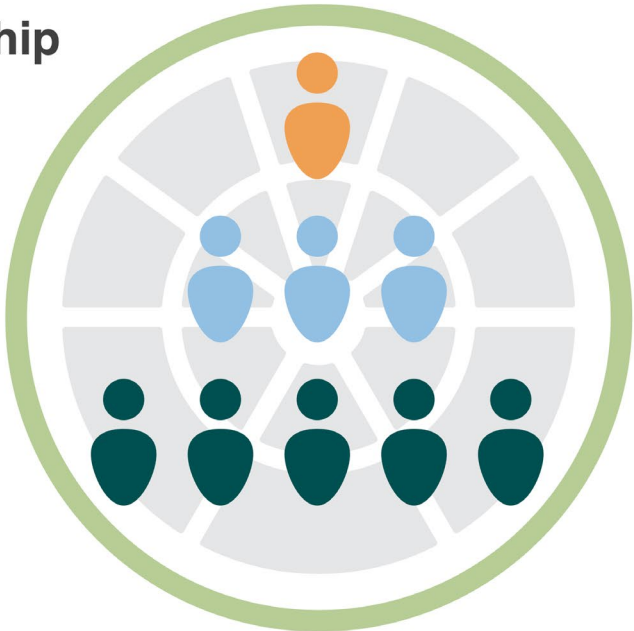
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How Leaders Scale Leadership



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POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM



Build Leadership Systems

Creating long-term organizational change that will survive those who catalyzed it requires building systems that develop Creative or higher leadership throughout the organization.

NOTES



POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM



Build Leadership Systems

Design and structure determines performance.

*You are perfectly designed for the performance
you are getting.*

NOTES



Build Leadership Systems

- *Create a developmental organization*
- *Measure results*
- *Institutionalize the development agenda*
 - ❑ *“Development agenda” as a “business imperative”*

NOTES





POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM

BLT Development Path at a Glance:

MONTH	LEADER TO LEADER	MODALITY	FOCUS
1	Leadership Circle Profile (LCP)	Administrative	Conduct LCP assessment
3	Leader preparation and establish one-on-one coaching relationships for each leader	1 on 1	Debrief leader profiles and prepare them for development work. Establish coach pairings.
3	First In-Person Session (Full Day)	Group Session	Combined Session with Bill Adams
3	First Cohort Session (Full Day)	BLT (Day 2)	POL & Cohort Launch
4	Second In-Person Session (Half Day)	Group Session	One Big Thing Leadership Development Plan
5	Pulse assessment and ongoing coaching	Administrative	Launch Baseline Pulse
6	Third In-Person Session (Half Day)	Group Session	Design based on emerging needs
8	Virtual Leader to Leader Coaching Session	Virtual Group Session	Design based on emerging needs
9	Fourth In-Person Session (Half Day)	Group Session	Design based on emerging needs
10	Pulse assessment	Administrative	Final Pulse
11	Fifth In-Person Session (Half Day)	Group Session	Design based on emerging needs (Taking Stock)
12	Final In-Person Session (Full Day)	Group Session	Combined Session w/ SLT



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POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM



Build Leadership Systems

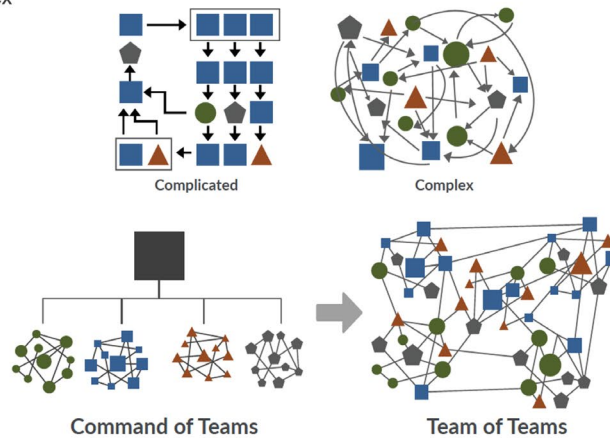
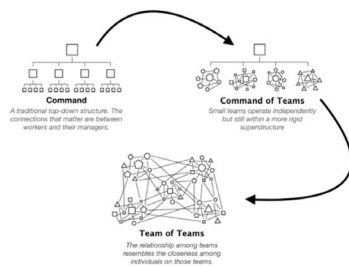
BECOME A TEAM OF TEAMS

NOTES



Whole Systems Approach – Team of Teams...

Environment Change– from Complicated to Complex
Structural Change – from Command to Teams
Developing and Building a Team of Teams



NOTES



POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM

AN ORGANIZATION
CANNOT PERFORM AT
A LEVEL HIGHER THAN
THE ***CONSCIOUSNESS***
OF THE LEADERSHIP



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POSITIONING, SELLING AND DESIGNING LEADERSHIP SYSTEM

**Consciousness and
competence emerge
together.**



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**POSITIONING, SELLING AND DESIGNING
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Scaling LEADERSHIP

How Leaders Master and Scale Conscious Leadership

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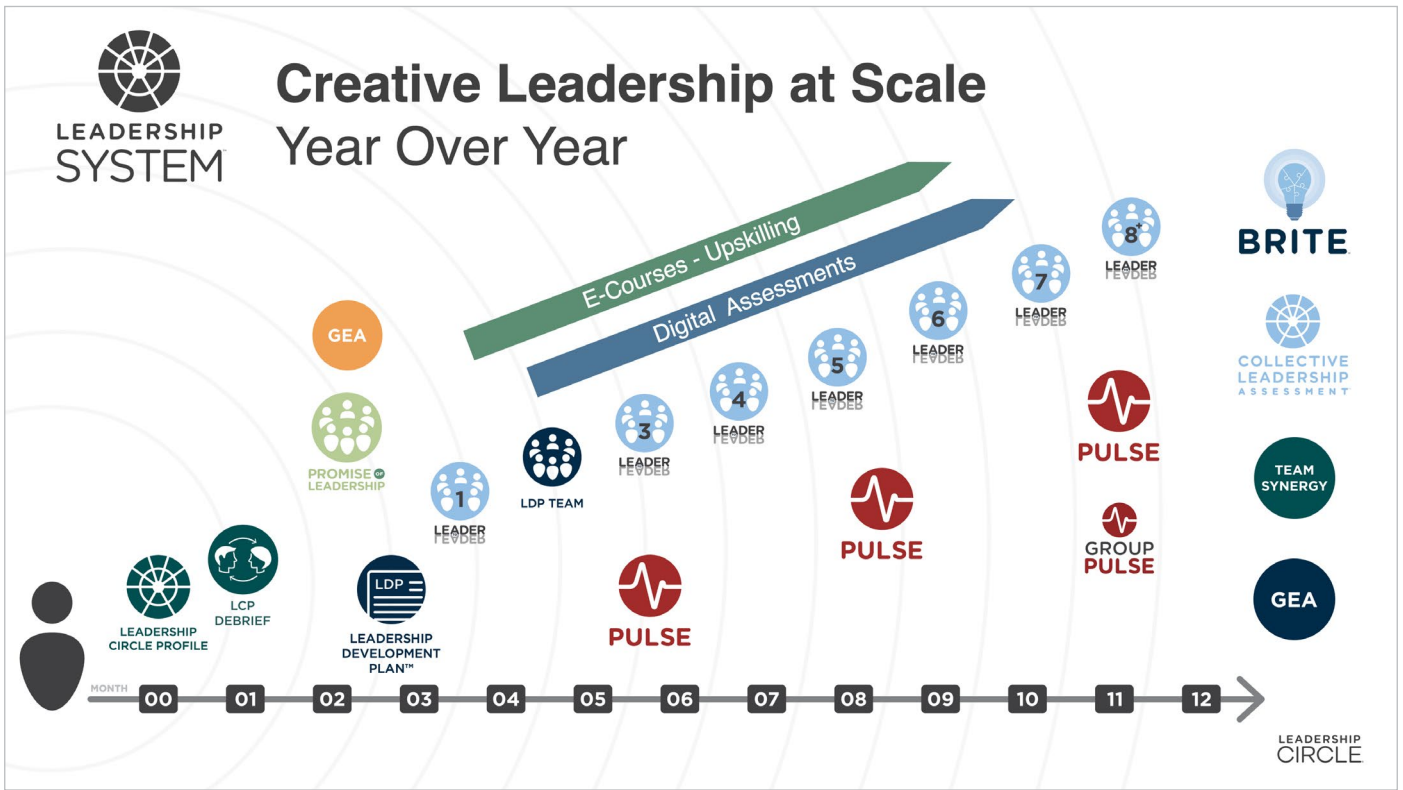
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***DESIGNING LEADERSHIP
SYSTEMS***

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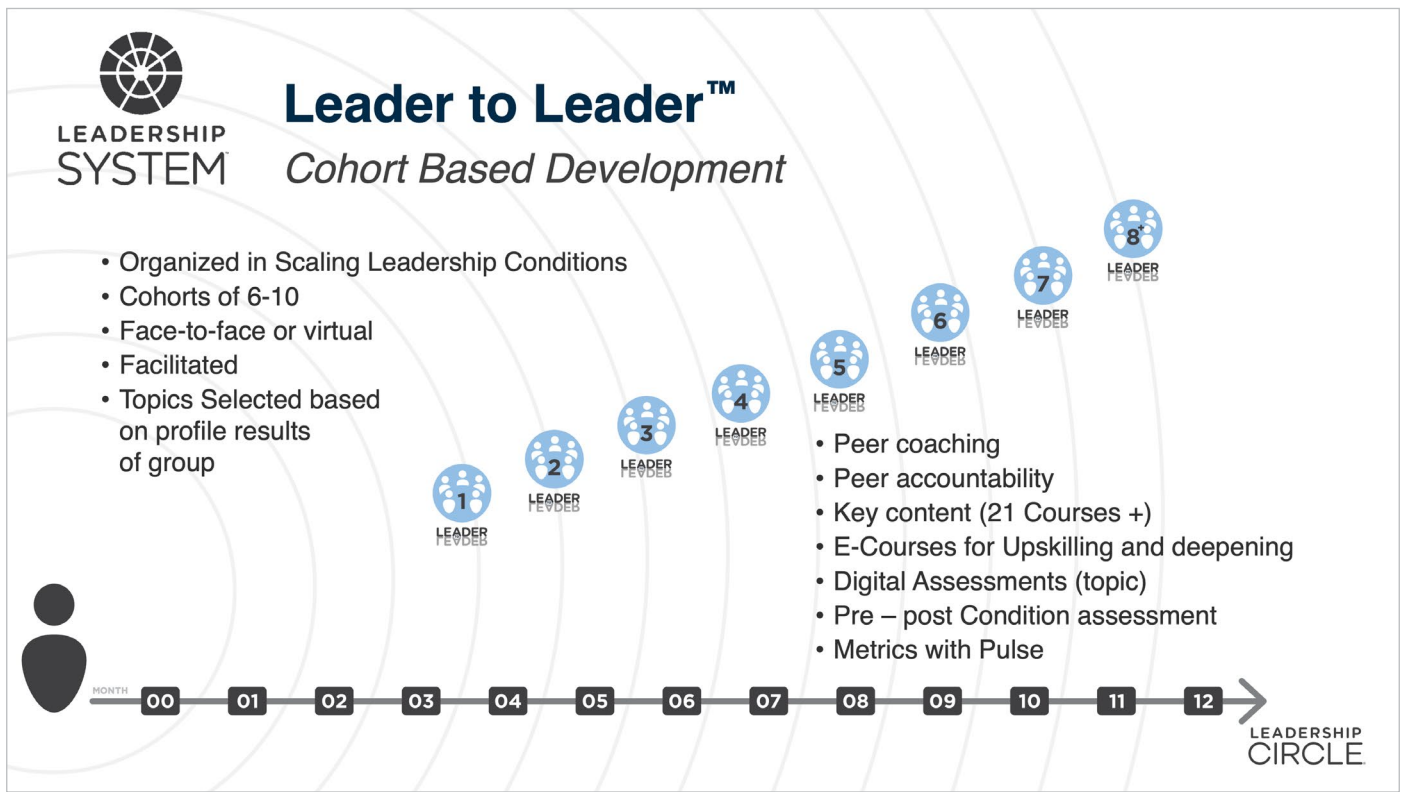
DESIGNING LEADERSHIP SYSTEMS



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Honda North America *The Power of Dreams*



Honda Leadership Summit (HLS)

- 5-day residential to kick off a year of development
- Included in the 5-day, on Day 3 is a half-day POL in the morning, followed by all participants receiving their LCP debriefs in the afternoon
- Cohorts Home Room Coaching peer-to-peer coaching sessions facilitated by internal Honda practitioner every other month

Year Long Program:

- 2 cohorts per year with 20–22 participants per cohort L2–L4
- 7 years running, with refreshed content Cohort 13



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DESIGNING LEADERSHIP SYSTEMS

Honda North America *The Power of Dreams*



5 Leader to Leader sessions every other month

Module 1

- Awareness Module 1, 2 and 5 are virtual for 2 hours each.

Module 2

- Courageous Conversation

Module 3

- Relationship Building Module #3 and #4 are face-to-face and ½ day each

Module 4

- Challenging Assumptions Module #3 and #4 are face to face and ½ day each

Module 5

- Moving Toward Your Vision

- Cohort makes a presentation at the end of the year to the NAROB (North American Operating Board)
- What we have learned, what we have chosen to take on and contribute to the culture and values of Honda through the collective leadership team. Get buy-in from NAROB and go ahead and work.
- Multiple cohorts continue to get together on a yearly basis on their own, sometimes several times in a year.



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NOTES



Cohort Check – In Content:

"I call this my safety zone – bubble where I can pour my heart out."

"Out of my LCP results I was High Reactive - Big Control and High Perfection. For the last six months I literally have not been able to do any of that to lead and now six months later I have led in a more creative way and I do very little if any high control and high perfection. This has been a very humbling six months with a lot of growth."

"I am acquiring awareness on an accelerated basis."

"I ask for people's names and say hello to them by name. I have learned everyone's name on the floor."

"My people are telling me to please let us fail vs. being afraid to take any initiative. This has been hard for me and it is making a huge difference now that I am doing it."

"I have quit starting my conversations with what is wrong and not working and instead I am coaching and teaching. It has all changed. We are now having two-way conversations at the round tables vs. just one way – all me."

"I am touched by the humanness of it all as are all of my people. I have taken on being radically human and I am able to be vulnerable."

HONDA
The Power of Dreams

Leading On Purpose

Individual Check-In

- Since our last learning module (California in February)...
 - What did you try?
 - What did you learn?
 - How has what you've experienced in the past 2 plus months changed the way you lead?

NOTES



Cohort Check – In Content:

"Staff showing high love, purpose and vision and stay connected all the way through. What is most important to you now? We are inquiring together, learning together and leading together."

"When anxiety is high answers don't help reduce the anxiety, they raise it, I have learned to ease the anxiety with questions and help my people find their own answers."

"I have taken this opportunity (COVID – 19) to completely reinvent myself based on everything that I have learned."

"I have to bring the weather and be more conscious each day than I have ever been."

"This is the most change I have ever experienced or ever seen and that has required me to be even more self-aware every day. If I am aware then my choices in leadership, all are better and when I am not aware of my impact and conscious about my choices my leadership is diminished."

"I thought caring connection was for everyone else as a leader and now that is where I spend a significant part of my time. It has made me better as a person with more compassion and understanding and who knew the results have increased."

HONDA
The Power of Dreams

Leading On Purpose

Individual Check-In

- Since our last learning module (California in February)...
 - What did you try?
 - What did you learn?
 - How has what you've experienced in the past 2 plus months changed the way you lead?

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DESIGNING LEADERSHIP SYSTEMS



**NATURES
SUNSHINE**

Leadership and
Team Development

**LEADERSHIP
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Approach



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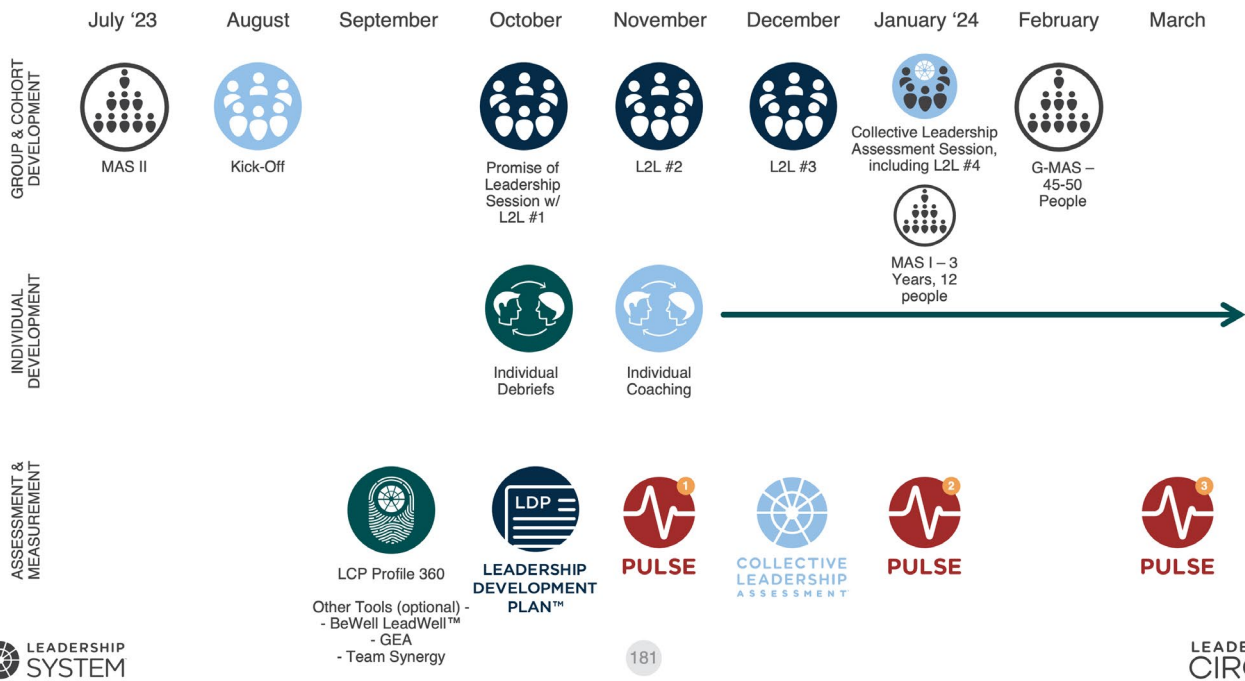


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DESIGNING LEADERSHIP SYSTEMS

Executive Committee (EC) Leadership Development Journey 2023/24 9 Months



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DESIGNING LEADERSHIP SYSTEMS

LEADERSHIP SYSTEM COMPONENTS – Page One



60-Minute Virtual Kickoff Session to introduce the Assessment Process

Leadership team in attendance
Kickoff immediately

- Introduction of Leadership Circle as partners and discussion of what to expect during this process.
- Overview of the Leadership Circle Profile™ (LCP) 360 assessment and instructions on the rater selection process.
- Discussion of Leadership Circle's role in providing full administration of the assessment process to include assistance with assessment communication, full set-up of the assessments in the online system, monitoring and reporting of progress in each stage, report generation, and online support for any participant or rater who may require assistance.



Launch of the Leadership Circle Profile Assessment for the Leadership Team

Four weeks duration

- Launch of the Leadership Circle Profile (LCP) 360 on each member of the Leadership Team starting with Terrence Moorehead (CEO), and continuing with Vallen Blackburn (VP and GM of Latin America), Nathan Brower (EVP and General Counsel), Tracee Comstock (VP of Human Resources), Martin Gonzalez (EVP of Global Supply Chain Operations), Kevin Herbert (EVP and President - North America), Shane Jones (CFO and EVP – Finance), Jon Lanoy (SVP of Finance), Dan Norman (EVP and President - Asia Pacific), and Bryant Yates (EVP and President – Europe)



90-Minute Executive Coaching Debrief Session and Follow-Up Coaching Session

within two weeks of assessment completion

- Individual debrief session will lay the groundwork for each leader to be more open to coaching and development by ensuring each leader understands their results and are in a mindset to begin their development.
- Facilitates a deep understanding of the LCP results while helping leaders discover and make meaning of any discrepancies between self and other's perceptions.
- These sessions will establish a "trusted advisor" relationship between each leader and their personal coach.



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DESIGNING LEADERSHIP SYSTEMS

LEADERSHIP SYSTEM COMPONENTS – Page Two



Creation of Leadership Development Plan

During follow-up coaching session and POL

- The creation of a Leadership Development Plan (LDP) with measurable outcomes (facilitated by the PULSE survey tool) to help the leaders understand their results and embrace the actionable skills and behaviors that will bring about high levels of improvement in individual capability and capacity.
- Identify One "Start" behavior and one "Stop" behavior on which the leader will focus in order to achieve his/her developmental goals.
- Identify the One Big Thing that, if effectively developed, will result in an exponential impact in the leader's effectiveness and business results.



Promise of Leadership (POL) – Leadership Team Session

1/2 day following coaching session

- By leveraging the LCP collective group profile and comments analysis, this customized session will provide a baseline understanding of how the Executive Team is both working and leading together.
- This session will facilitate peer learning by expanding the conversation within the team to enable the evolution of high-trust, courageously authentic conversations to shape future leadership team interactions.
- This session will allow each leader to acknowledge each other's role as critical to the leadership development process and enable their ability to use each other as resources for individual, team, and organizational growth and success.



Group Profile Review and Trend Analysis for the Board of Directors

TBD

- Provide a briefing to the Board of Directors leveraging the aggregate results of the group profile report to identify the leadership patterns and behaviors of the Executive Team.
- Facilitate a group discussion to uncover core patterns to include strengths and development areas, common leadership themes, and key developmental leverage points for this group of executives.
- Leverage this information for future cohorts and to inform the connection between business and organizational leadership strategy moving forward.



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DESIGNING LEADERSHIP SYSTEMS

LEADERSHIP SYSTEM COMPONENTS – Page One



Administration of the Collective Leadership Assessment (CLA) and Briefing Session

(three months into process)

- The Collective Leadership Assessment™ (CLA) will deliver a powerful litmus test of collective leadership effectiveness of the Executive Team.
- The CLA provides a comprehensive view of where employees view current collective leadership effectiveness compared to the desired collective effectiveness.
- The “gap” in collective effectiveness, between current and desired, instantly reveals opportunities for development.
- The facilitated CLA briefing session will provide a comprehensive depiction of the current leadership effectiveness of the Executive Team as normed against our global database of leaders.



Virtual Leader to Leader Team and Leadership Development Sessions

Immediately start four sessions (two to three hours each)

- Module 1: (Self-Awareness Dimension) The Reactive to Creative Shift—Practices to increase in-the-moment awareness of your inner game of leadership.
- Module 2 – 4 will be chosen based on best fit for the Leadership Team out of 20 module topics.



Group Effectiveness Assessment (GEA)

Optional

- The Comprehensive Group Effectiveness Assessment (GEA) combines the rich data from both qualitative and quantitative analyses to provide tailored recommendations regarding next steps in the Executive Team's leadership.
- The GEA provides key leverage points and customized recommendations - indicating what is likely to have the biggest impact on an organization's overall leadership effectiveness.
- This assessment reflects the influence and impact of company culture on overall leadership effectiveness and provides recommendations in areas in which they can take action to “move the needle” and achieve the biggest improvement in leadership performance.



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DESIGNING LEADERSHIP SYSTEMS

OUTCOMES LEADERS CAN EXPECT



- Clear understanding of their current leadership impact and their growth path to greater effectiveness
- Greater ability to operate in highly complex and/or ambiguous situations
- Awareness of their habitual behavior patterns that undermine leadership and an ability to manage them
- Increased understanding and their own impact on the welfare of the organizational system and the ecosystem of stakeholders
- A trusting community of fellow executives across the globe upon which to rely for years of mutual wisdom
- Willingness to make decisions more quickly and learn fast which innovations work and which aren't sustainable
- Increased freedom of authenticity in difficult conversations while holding space for others
- Vision for how to shape a Creative leadership culture that invites diverse engagement and ideas

OUTCOMES NATURE'S SUNSHINE CAN EXPECT



- A leadership culture that delivers the required business results through effective working relationships
- Leaders who are inspiring the next generation of leaders with vision and purposeful direction
- Simple, commonly understood language for effective leadership at Nature's Sunshine
- Leaders coaching and being coached by one another for accelerated development
- Alignment and coherence of leadership approaches across the organization
- Increasingly engaged leadership action at all levels
- Greater efforts at collaboration across organization and cultural boundaries...more voices in the room



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CLIENT APPLICATION

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My Entry Points

Leadership Coach (1 on 1)

Top Team Effectiveness

Extended Leadership Team
(L1 – L4)

Leadership Systems

Transformation



NOTES



CLIENT APPLICATION

WORK OF THE TOP TEAM

WHAT THE TOP TEAM OWNS

Create & Reinforce Culture
Translate Strategy to Execution
Manage Performance &
Build Accountability
Engagement
Talent Development & Succession

Become a Cohesive, Strong Team

Ensure Results

Create Strategy & Set Direction

Ensure Alignment – Drive Clarity



NOTES



Entry Points – Leadership Consulting Services

For Me

- Top Team Effectiveness
- Effective Leadership
 - Individual
 - Collective
- Extended Leadership Team
- Business & Cultural Transformation
- Board of Directors
- HR
 - L&D – Leader Development
 - OD
 - Talent & Succession
 - T&D

For You/Your Org



NOTES



CLIENT APPLICATION

Client Application: First Steps

- Based on what you know now – What client would be primed for collective development?
- What would be your positioning?
- In groups of 3:
 - Discuss context/ background of the client that is a candidate for collective development
 - Give just enough background for your group to understand the client and potential positioning
 - As a group select one client situation that you will develop further today

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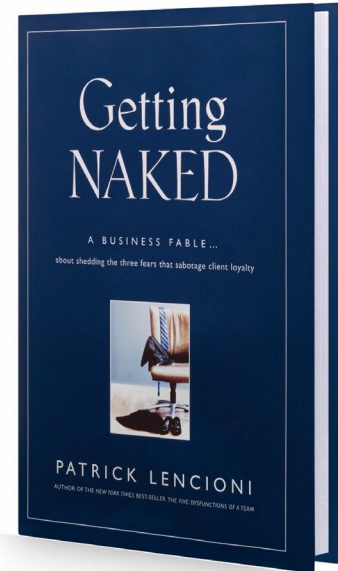


CLIENT APPLICATION

Getting Naked: A Business Fable About Shedding The Three Fears That Sabotage Client Loyalty

Without the willingness to be vulnerable,
we will not build deep and lasting
relationships in life.

Lencioni, Patrick M. (2009-12-30). *Getting Naked: A Business Fable About Shedding The Three Fears That Sabotage Client Loyalty* (J-B Lencioni Series) (p. 4). Wiley. Kindle Edition.



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CLIENT APPLICATION

#1: Fear of Losing the Business

**Consult, don't sell.
Give away the business.**

Tell the kind truth.

Enter the danger.



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CLIENT APPLICATION

#2: Fear of being embarrassed

Ask dumb questions.

Make dumb suggestions.

Celebrate your mistakes.



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CLIENT APPLICATION

#3: Fear of feeling inferior

Take a bullet for the client.

Make everything about the client.

Honor the client's work.

Do the dirty work.

Admit your weaknesses and limitations.



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***INVESTMENT
CONSIDERATIONS***

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INVESTMENT CONSIDERATIONS

LICENSE INVESTMENT

Type of License	Annual Investment Amount
Individual License: - Practitioners purchase a license for individual use - Offering the LS programs Solo - Likely delivering to a handful of teams throughout the year	Choose anytime during the first year; covered with new certification.
Affiliate License: - For small to midsize consultancies of 3-8 who are offering the LS program - Likely delivering for a few organizations - internal cohorts and teams of 40+ leaders	
Premium License: - For organizations/Consultancies (internally certified capacity and/or external group) of 9-15 who are offering the LS programs - Likely engaging with 75 - 200 leaders a year (+ <i>Service fee of \$30 pp from 200 – 750</i>)	
Enterprise License: For Practitioner and organizations above Premium license.	See Channel Support



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***PARKING LOT
QUESTIONS***

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PARKING LOT QUESTIONS

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