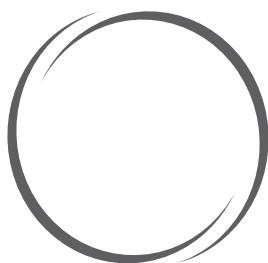




CASE STUDIES

CLA CASE STUDY:

Pharmaceutical Company



The Leadership Circle®

CLA CASE STUDY: Pharmaceutical Company

CONTEXT

A newly appointed CEO for the Australian arm of Sandoz, a multinational pharmaceutical business owned by the Novartis Group, commenced in January 2014. He was the fifth CEO in succession over a period of six years. Allan Tillack, the newly appointed CEO, had solid industry experience having worked for three similar organizations. This was also his second time heading up an Australian affiliate of a multinational. Having arrived at the organization he found business that was solid, holding the #3 player in the market. But the organization had not achieved its financial targets for nine years. He also had an executive team that he found to be working in silos with no collective vision for the organization.

We had worked with Allan in a coaching support role to optimize his transition into the organization and the CEO role.

BACKGROUND

As part of the coaching process, Allan's coach helped him identify in the first 90 days what the key strategic focus areas for organization needed to be. During his transition period he took time to interview and speak to a wide range of staff and key stakeholders both internal and external to the organization. He also got a very clear mandate from his regional leaders based in South-East Asia. It quickly became apparent that the then-level of the leadership team was not high enough to lead the organization to where it needed to be. At his first leadership retreat with his team Allan laid out where he wanted to focus on leading the organization and in what financial state it needed to be in the next 18 months.

SUBSEQUENT LEADERSHIP RETREATS

Within a few weeks of that meeting, two executives opted to leave the organization or were encouraged to do so. Having then “the right people on the bus”, Allan re-engaged the Leadership Team for a second leadership retreat session. In this session the agenda focused on:

- Developing a two-year strategy for the organization
- Leadership in general
- The collective leadership goals for the Leadership Team
- A baseline measurement of the leadership culture using the Collective Leadership Assessment.

In that second meeting, the CLA results showed a leadership team that was superficially nice to each other, but effectively working in very strong silos with little collaboration across the organization. Reactive Tendencies scored quite high, particularly PROTECTING and COMPLYING, whereas the Creative Competencies were scoring very low, all below 30th percentile (see Baseline CLA).

CLA CASE STUDY: Pharmaceutical Company

Teams that have a lack of leadership or regular changes in leadership tend to move into silo mentality quite quickly. It is easier to focus on doing one's own job than to try to figure out what the next leader might want. Plus, it is "safer" when operating in an ever changing and volatile environment!

As an output from that meeting, the Leadership Team decided to focus on four elective goals that they would lead the organization through.

They were:

1. Build a winning culture that we can all be proud of (ACHIEVING)
2. Stop crushing the idea before we have the debate (PROTECTING)
3. Be more decisive with senior leadership team decisions (ACHIEVING)
4. Build the discipline to celebrate good performance and Outcomes (AUTHENTICITY and RELATING)

Also the Leadership Team under Allan's guidance decided to embark on a collective leadership development journey which included four x 2 day Leadership Team meetings over a 15-month period and individual coaching for all members of the Leadership Team. The individual coaching sessions took place on a monthly basis and after the second month included an LCP for each individual. The second of these four leadership retreats included time spent using the leadership circle mat and discussing the LCP results per individual.

From that point forward the individual coaching sessions had three focus points per individual

- a. Contributing to the team goals
- b. A goal related to the peer/ CEO feedback received after their LCP
- c. An individual goal unique to each individual

This 'Promise of Leadership' workshop became a major turning point for the Leadership Team as they embarked in true dialogue and vulnerability. Using the outcomes of the LCP reports per individual, the teams then were able at a peer level to give feedback, using a 'speed feedback session' approach to each leader on what they might want to focus on in their own individual leadership journey. The phrase "What I need from you as your peer" became a very strong attractor question in the Leadership Team.

Each quarter the Leadership Team held a whole of company (Town Hall) meeting where they shared the focus on the leadership team and sought feedback on how the Leadership Team were faring against the four original objectives they had set earlier that year. Using Pulse™ survey feedback they were able to measure their progress against those four criteria and be transparent with the organization on its progress. These progress measurements were again shared with the wider organization.

CLA CASE STUDY: Pharmaceutical Company

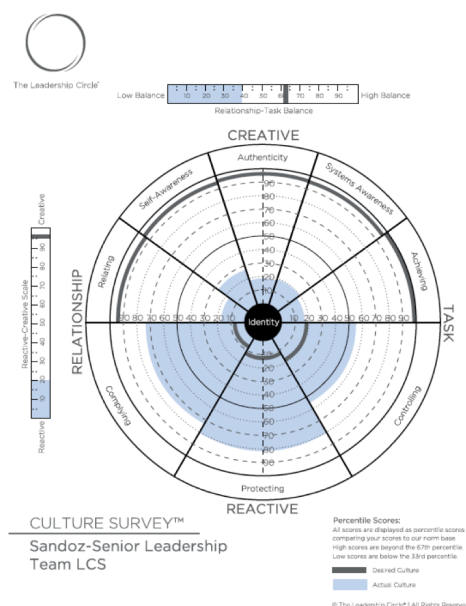
From a disruption point of view the leadership team implemented some interesting ideas including a 'Stop it Month' event. This was designed so that everyone in the organization had the permission to stop doing anything in their role that was no longer useful or beneficial. Legacy reasons for doing particular things in certain ways were given the heave ho! The only caveat was that nothing could be stopped that might impact financial results or impact their customers. This led to a savings of over 200 hours in the first month across the whole organization. More importantly it showed the organization the leadership team was willing to try new things in order to get better results.

OUTCOMES

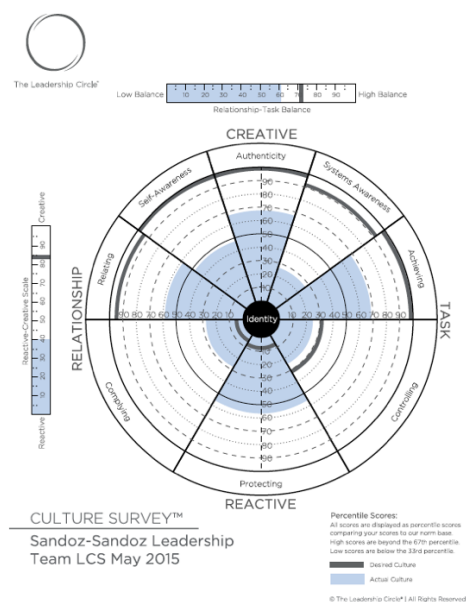
Fifteen months after the initial engagement the CLA assessment was repeated and it showed marked changes in the ACHIEVEMENT, RELATING and AUTHENTICITY dimensions in the Creative Half of the CLA graph. All three had doubled in ratings. With that came decreased energy in the Reactive Tendencies, particularly in COMPLYING and PROTECTING.

The organization hit its financial goals for the first time in nine years and celebrated with a whole of company conference. The key leaders at the level 3 and level 4 of the business were promoted into more senior positions and the Promise of Leadership workshop was cascaded down the organization to levels 3 and 4 leaders.

The CEO, HR Director, and Supply Chain Director all undertook The Leadership Circle certification and were involved in the debriefing of LCP 360 results amongst key staff. This demonstrated credibility and commitment to the process as seen by the level of leaders below them.



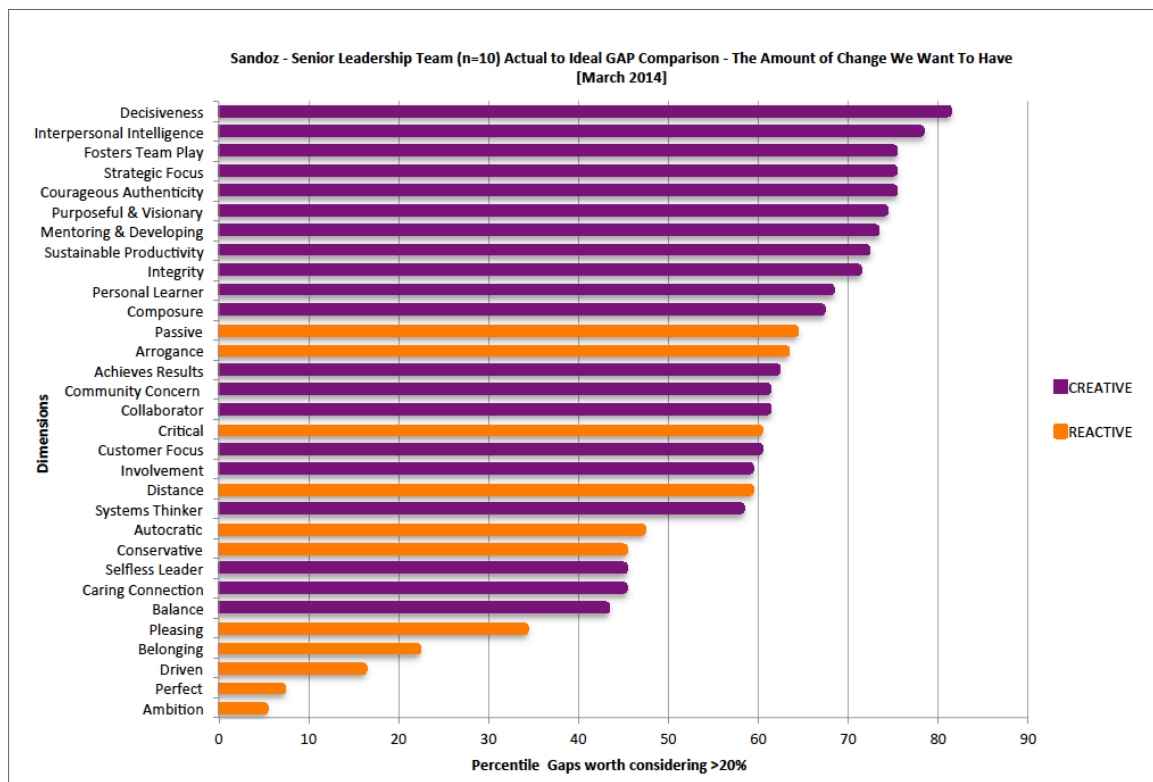
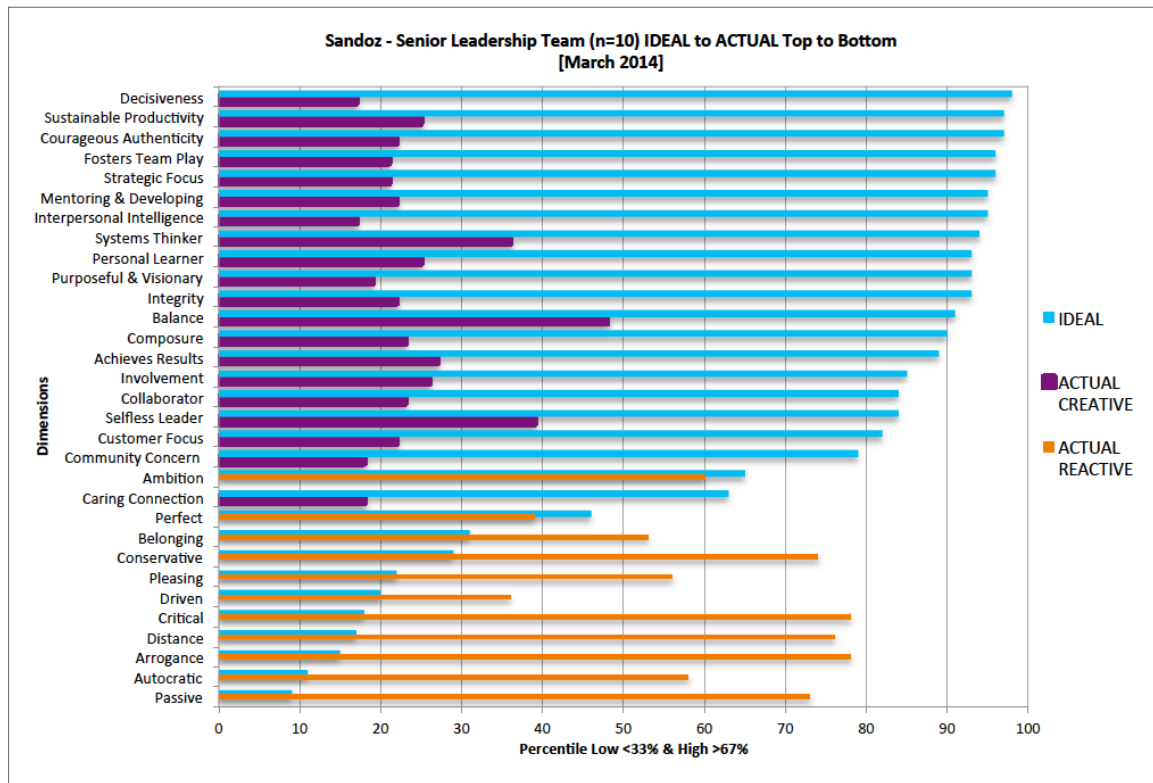
Baseline CLA - 2014 (n=10)



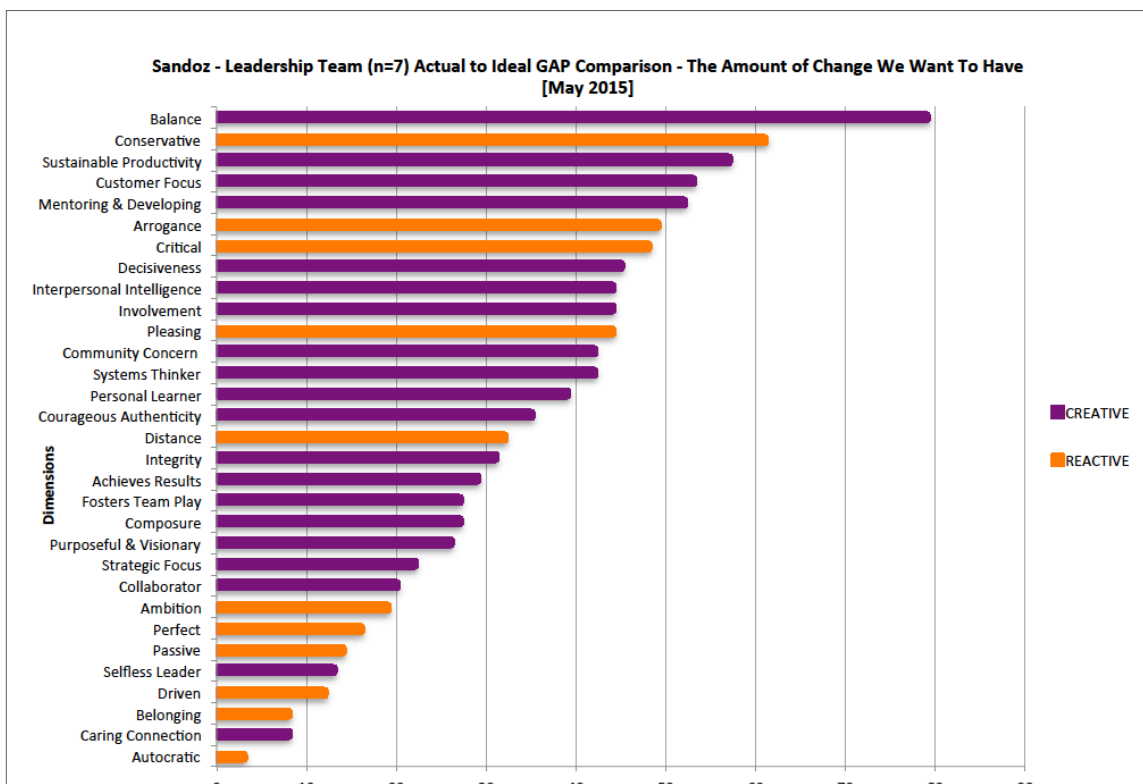
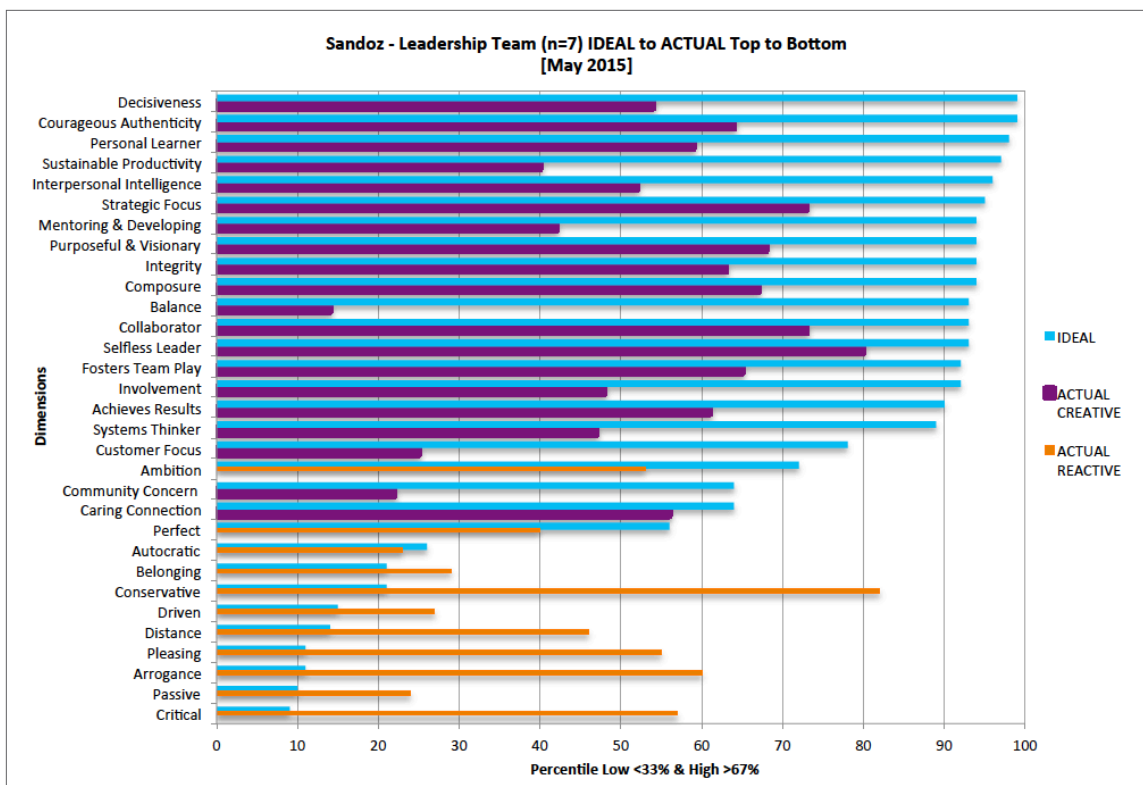
Re-measure CLA - 2015 (n=7)

CLA CASE STUDY: Pharmaceutical Company

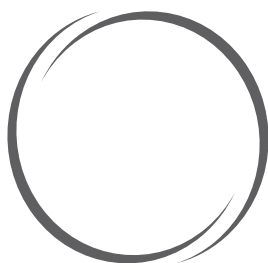
BASELINE CLA BAR CHARTS - 2014



CLA CASE STUDY: Pharmaceutical Company



CLA CASE STUDY: Education Business



The Leadership Circle®

CLA CASE STUDY: Education Business

CONTEXT

The organization is a privately owned, founder-led business that was 10 years old when we got asked to help the leadership team. The education sector is in the top three export sectors for Australia, with Asia as the prime customer geographies. Australia is considered to be in the top ten countries that offer quality tertiary degrees along with England, the USA, France and Germany.

CLIENT DESCRIPTION

The organization, known as PE for this case study, specializes in teaching English as a foreign language to overseas students and offers a Professional Year program, designed to assist undergraduate students to find employment in Australian businesses as their first post-graduation job role. Their clients are universities and privately paying students as well as multi-national organizations.

PE has offices in three states with the head office in Sydney. The business operates a seven-day schedule with education programs delivered in a range of rostering schedules.

When we met the CEO, he was considering selling the organization. He had recently hired two senior executives to his leadership team. Both executives had experience in working for publicly listed organizations and had joined PE in order to work in a fast growth sector in a privately owned business. The CEO is a charismatic exciting leader who genuinely inspires potential employees to join PE.

BUSINESS CASE

When the two new executives joined PE, as the CFO and CHRO, they found a solid business that had lost its profitability in recent years. Leadership-wise, the CEO was finding it difficult to scale his business which, as a result, had plateaued and was heading backwards financially. The CHRO had worked with our Managing Partner in a previous organization and asked that we run an upcoming leadership retreat.

The initial leadership retreat was designed to help the leadership team to gain alignment on their direction as a team and to steer the organization towards profitability again.

ASSIGNMENT STRUCTURE

The initial leadership retreat was a two-day meeting focussed on the direction of the organization and the quality of leadership needed to enable that. A Collective Leadership Assessment (set up with a leadership team focus) was administered prior to the retreat and debriefed on day two of the session. This enabled an honest and vulnerable conversation to take place.

CLA CASE STUDY: Education Business

Their discussion of the graph (Baseline CLA) suggested to the leadership team that:

- They were contained in their decision making
- The CEO was quite controlling
- As a leadership team they were not clear what they stood for
- Some of the team were seeking empowerment and were nervous they were not receiving that
- The CEO was nervous in letting go of the control he had been used to
- Collectively they decided they needed to change if they were to lead the organization differently

Post the initial retreat we agreed to set up a collective leadership development program that had a dual focus, one on one coaching for the CEO and four leadership team retreats over a twelve-month period.

As a collective team they agreed to focus on:

- Inspired by the book 'Scaling Up' by Verne Harnish, they developed a clearer operating rhythm that allowed the team to have a series of meetings where different decisions took place, rather than by the CEO in isolation
- The CEO and CFO would work together in relationship building with the external Board of Directors as this had deteriorated in recent times
- The Sales Director and CHRO take the lead on focussing on ACHIEVING as a key culture component within the organization, particularly with the next level of leadership below the executive team
- The CEO to free up 20% of his time in order to spend in "purple time", i.e. blue sky opportunities, new business development opportunities
- Collectively, all leaders to focus on leading with one voice - AUTHENTICITY - and to learn to be vulnerable together.

SUBSEQUENT LEADERSHIP RETREATS

The overall agenda for this organization had more of an emergent flavour than a rigid design as this suited the personalities within the leadership team. It also aligned very strongly with their desire to self-determine how to lead the organization together.

CLA CASE STUDY: Education Business

The second retreat focussed on developing three key leadership team ‘agreements’. These are a set of behaviors, values or focal points. They include:

1. Be Brave Enough
2. Progress Over Perfection
3. Respect, Care & Trust

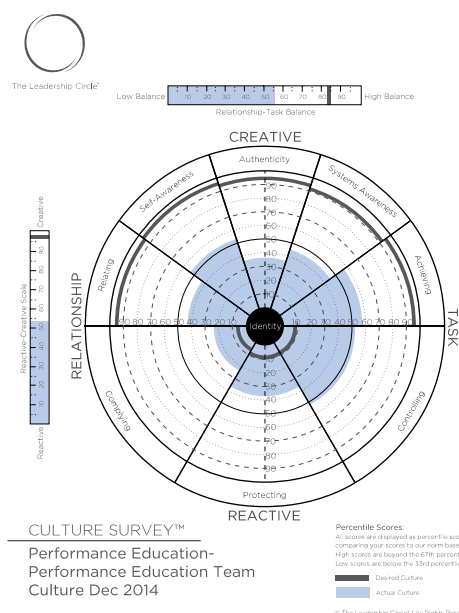
Each of these were developed to include a set of explanations per guiding stars, distinct wording, visuals and the leadership team actively use them in their most important meetings as a guide for their interactions together.

In subsequent retreats these three agreements were used to develop content for leadership development programs focussed on the NLL- i.e. the next level of leaders.

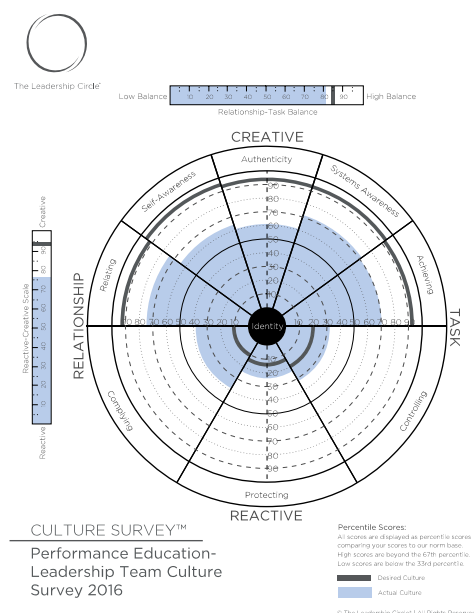
OUTCOMES

The CEO and leadership team decided not to sell the organization and went through a Board restructure to reflect that decision. The organization has had its best-ever trading years in 2015 and 2016 with stellar profit achieved in 2016.

At a personal transformational level the CEO took his wife on their first overseas holiday in 2015 and managed to leave his phone at home indicating that he was comfortable in trusting his team and they have stepped up to lead the organization without his involvement. The leadership team members have individually and collectively stated that this two-year period has been the best in their own careers ever.



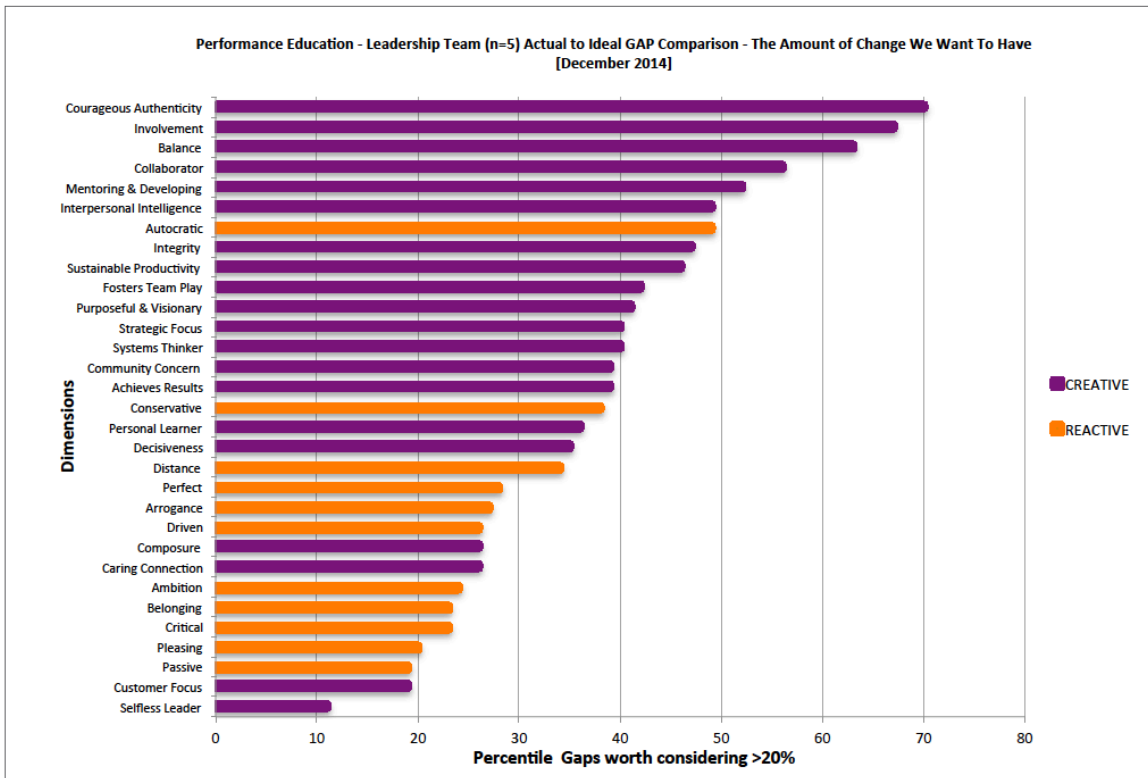
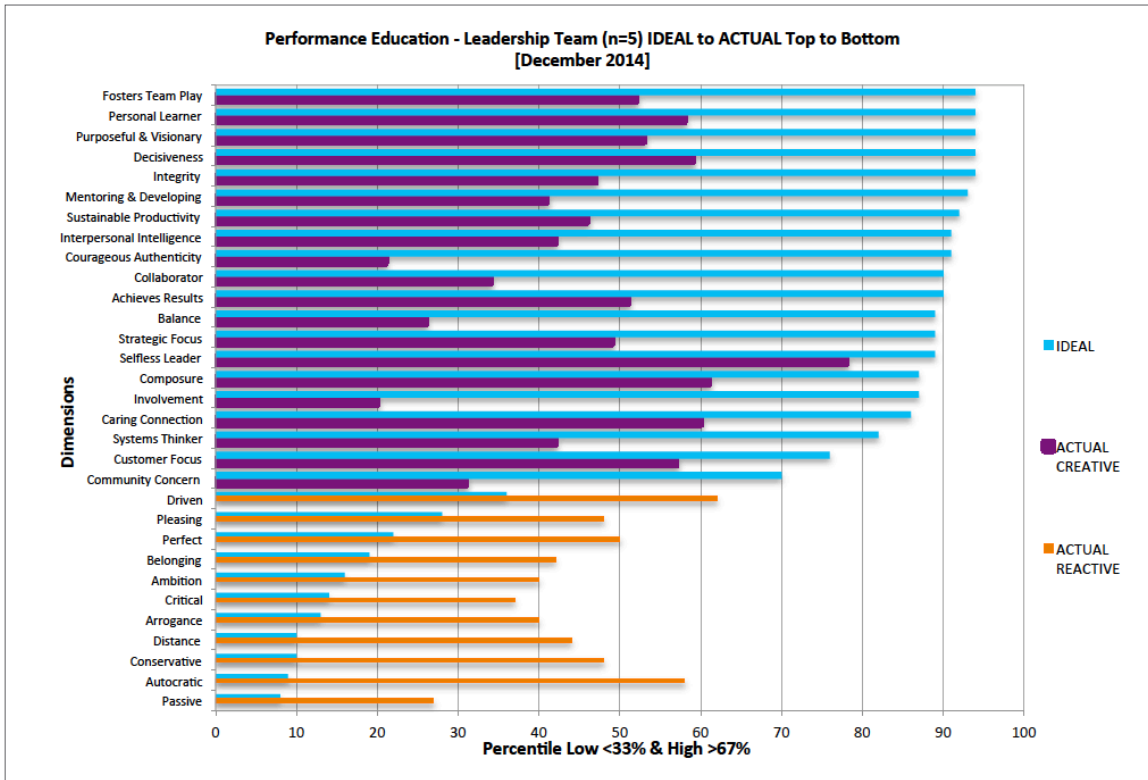
Baseline CLA - 2014 (n=5)



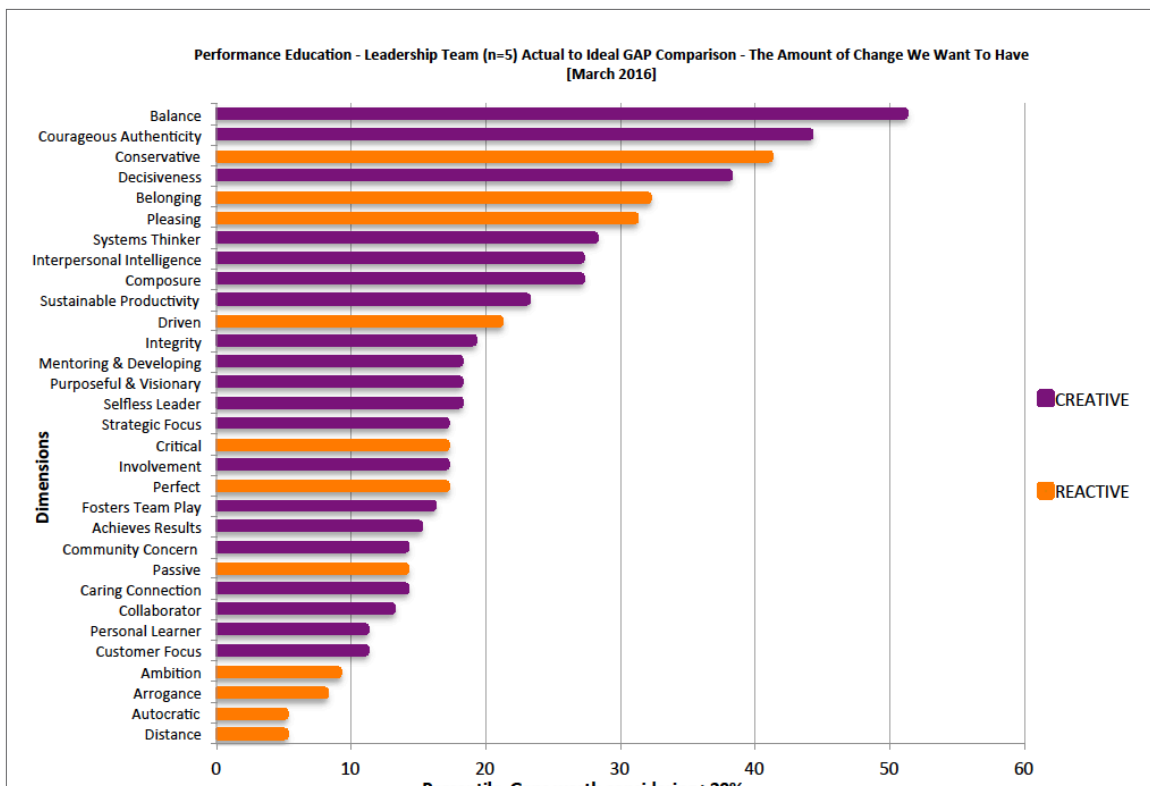
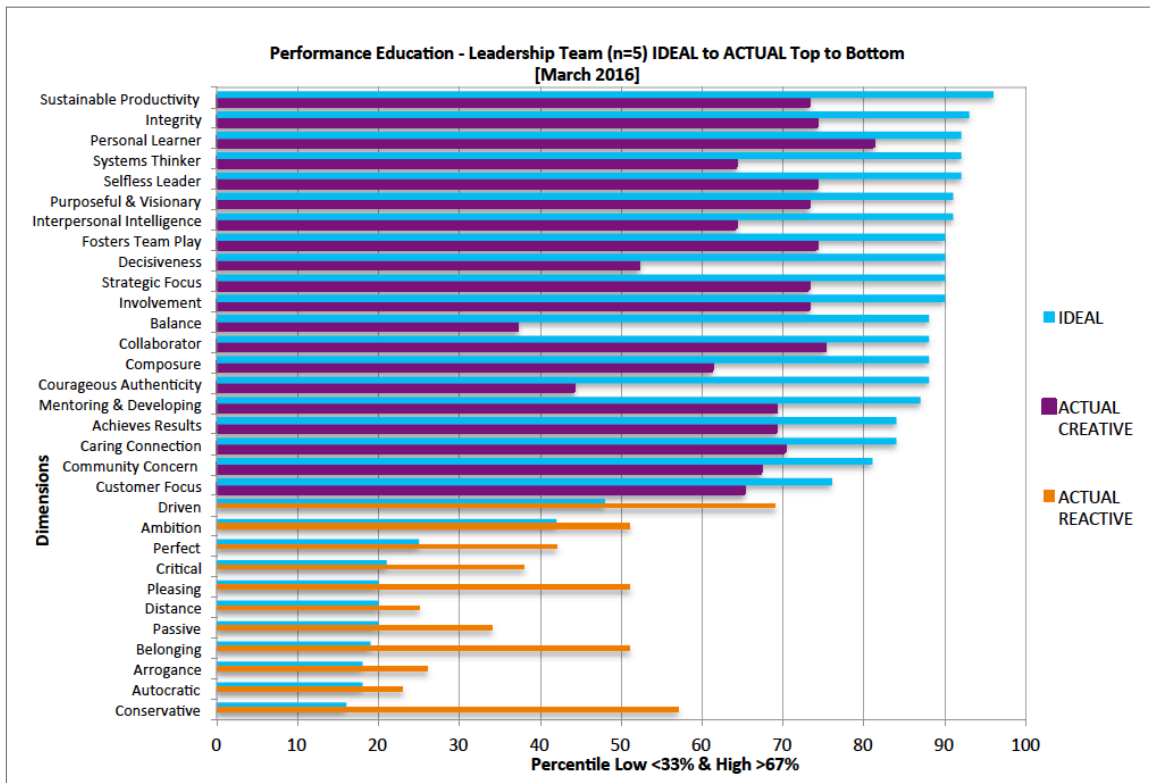
Re-measure CLA - 2016 (n=5)

CLA CASE STUDY: Education Business

BASELINE CLA BAR CHARTS – 2014

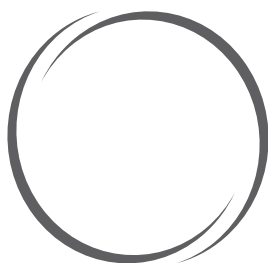


CLA CASE STUDY: Education Business



CLA CASE STUDY:

Hospitality Business



The Leadership Circle®

CLA CASE STUDY: Hospitality Business

CLIENT DESCRIPTION

The industry is classified as Hospitality and not for profit. The organisation has grown from a single business with 200 employees in 2003 to a Group comprising five regional businesses that are serviced by a Specialist Functional Team (Corporate Services). Current number of employees is 500. The principal activities of this Group are to encourage, foster and promote sports, games, recreation etc. in the respective regional businesses.

In an industry that has been strongly impacted by government regulations and tax changes the agility, adaptability, forward thinking and collective leadership consciousness has generated year on year growth including a number of successful acquisitions. Over 10 years from 2006 the business doubled revenue from \$40m to over \$80m.

CONTEXT

In 2002, the Executive Team consisting of four leaders and a company secretary had the foresight to link their Vision, Mission and Values to the engagement of their employees, their customers and their surrounding communities. They had begun the discipline of developing both 3-year and 10-year rolling strategic plans with the intent of ensuring a long-term sustainable future.

At the end of 2002 we were invited to a boardroom conversation to explore the benefits of a leadership development and effectiveness transformation journey beginning with the Executive Team and the next level Management Team. Since that time the organisation has alternated each year between leadership 360 assessments and collective leadership survey audits. This has been an executive leader-led commitment from the start. Three members of the Executive Team have been there since the start of the journey, with a new CFO appointed in 2006 – meaning that most senior collective leadership has been a constant for 10 years. In the last 4 years all members of the Executive and some members of the Management Team have become certified in The Leadership Circle.

BUSINESS CASE

Between 2000 and 2002 the Hospitality sector, under which this organisation is classified, was deeply affected by unforeseen government regulations resulting in progressive company tax hikes and compliance impositions. Businesses in the industry were forced to close doors and/or be acquired by other more financially buoyant and forward thinking businesses. Guided by their Vision, Mission and Values the Executive Team recognised they needed to develop their leadership agility and their ways of thinking and working in order to remain relevant and sustainable. They were just not sure what to do or how to go about it.

CLA CASE STUDY: Hospitality Business

JOURNEY COMMENCEMENT – PHASED APPROACH

In 2003 the very first leadership retreat was held with the Executive Team and Management Team included a collective leadership snapshot – actual and ideal. Soon after, 22 leaders participated in a leadership 360 assessment and debrief followed by individual and group coaching. The second retreat was designed for leaders to share individual insights gained from their 360 feedback as well as learn what they were each working on in terms of their own development.

The rhythm of leadership and collective leadership assessment was set in this first year and continues today. Generally there have been at least 2-3 offsites per year focussing on what has been needed and important to the business at that time, aligned with continuing to develop both leadership and collective leadership effectiveness, in preparation for growth and future acquisitions.

As part of their business rhythm, the Executive Team also go offsite once a month for a day to review strategy – this session is big picture focussed as distinct from operationally or financially focused. Over the years, hand in hand with measurable change in both leadership effectiveness and culture, there has been both an up-lift in business performance and growth through acquisition.

THE LEADERSHIP CIRCLE 2011 – CLA and LCP

In 2011 the Collective Leadership Assessment (CLA) was conducted alongside another survey involving the Executive Team, the Management Team and some members of Corporate Services.

Significantly for the group of 29 leaders, CLA opened a conversation they had not had before – one that was meaningful and that mattered to the successful implementation of the growth strategy. In 2012 the Executive and Management Team participated in LCP feedback for the first time. For more detail refer to Appendix 1.

CLA FOR MULTIPLE TEAM FEEDBACK 2013/2014 – A UNIQUE APPROACH

While the Group continued to grow so too did the VUCA world! With each newly acquired business the focus continued on developing both leadership and effectiveness.

In 2012 the focus on agility and effectiveness broadened to include Team Effectiveness.

The Executive Team decided that it was time to include the Specialist Functional Teams (Corporate Services) in the journey of developing team effectiveness. There was growing concern that a number of the Specialist Functional Teams had not been included in the journey of leadership development.

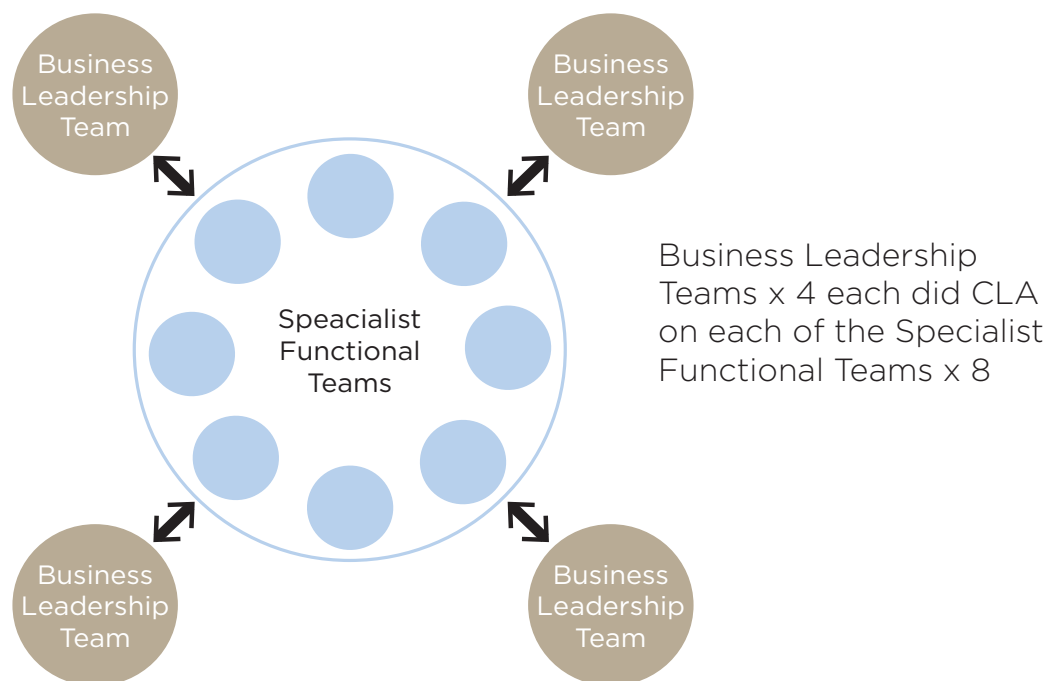
CLA CASE STUDY: Hospitality Business

Instead of launching in with the LCP 360 the decision was made to work with CLA specifically for the four (4) Business Leadership Teams to give feedback to each of the eight (8) Specialist Functional Teams – and vice versa.

Including combined CLA data, what this meant was a total of 67 CLA Circles:

- Members of the 4 x Business Leadership Teams completed an CLA on each 8 of the Specialist Functional Teams i.e.
 - 32 CLA Circles
- Members of the 8 x Specialist Functional Team completed an CLA of each of the 4 Business Leadership Teams i.e.
 - 32 CLA Circles
- 1 x CLA showing the combined effectiveness for the Business Leadership Teams
- 1 x CLA showing the combined effectiveness for the Specialist Functional Teams
- 1 x CLA for the combined effectiveness

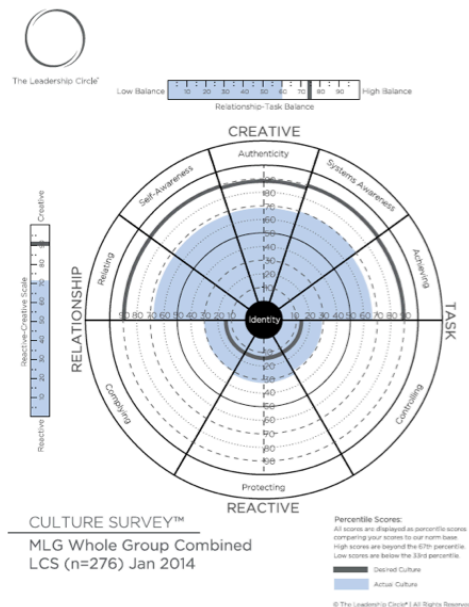
CLA FOR MULTIPLE TEAM EFFECTIVENESS (DIAGRAM)



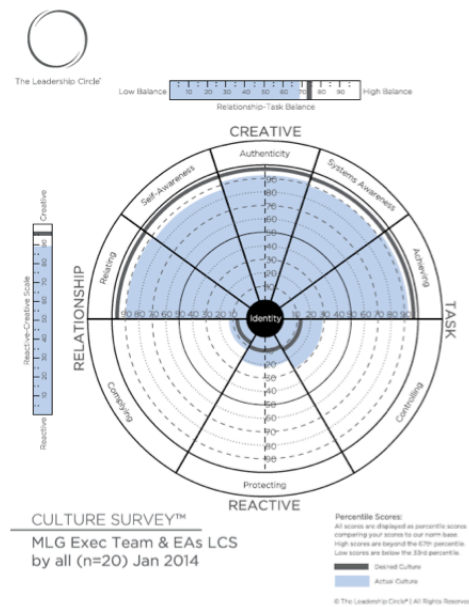
Team CLA – 2013/2014 (67 CLA Circles)
Business Leadership Teams & Specialist Functional Teams

CLA CASE STUDY: Hospitality Business

CLA – TEAM FOCUS: COMBINED TEAMS (N=267)



**CLA – 2014 Combined Teams
(n=267)**

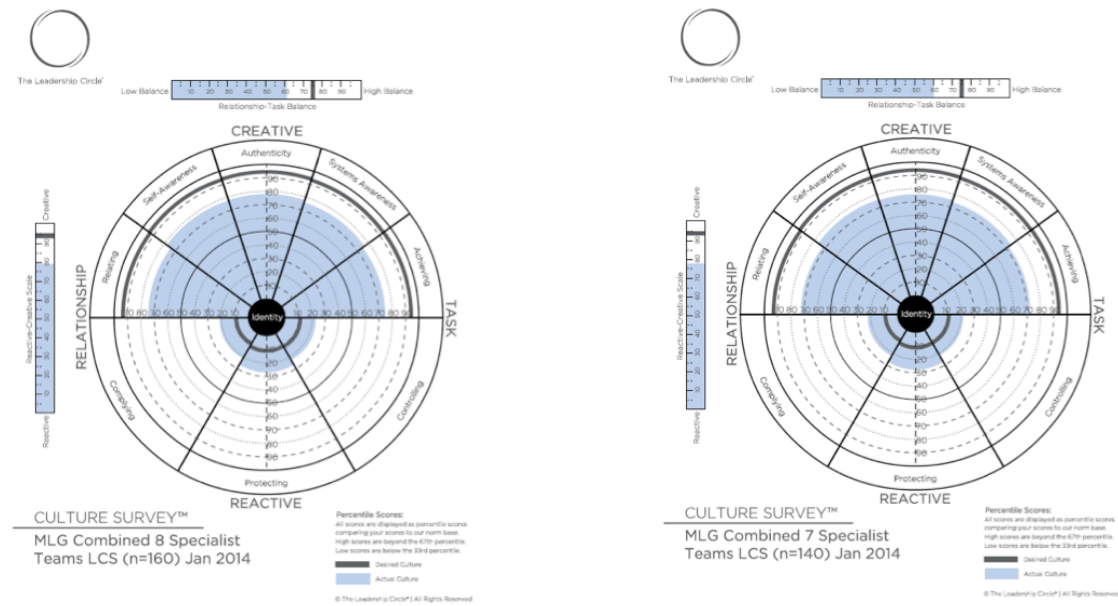


**CLA for Executive Team & EAs
(n=7) – feedback from Business
Leadership Teams x 4 (n=20)**

As the previous CLA Graphs show the overall collective leadership is 70% Creative for All Teams Combined with the Executive Team and their 3 Executive Assistants showing close to 90% Creative. This is testament to the conscious and consistent journey the Executives have led and fostered over the years.

CLA CASE STUDY: Hospitality Business

CLA FOR COMBINED SPECIALIST FUNCTIONAL TEAMS – WITH AND WITHOUT EXECUTIVE TEAM & EAS



CLA for Combined Specialist Functional Teams x 8 – feedback from Business Leadership Teams x 4 (n=160)

CLA for Combined Specialist Functional Teams x 7 – (without Execs & EAs) Feedback from Business Leadership Teams x 4 (n=140)

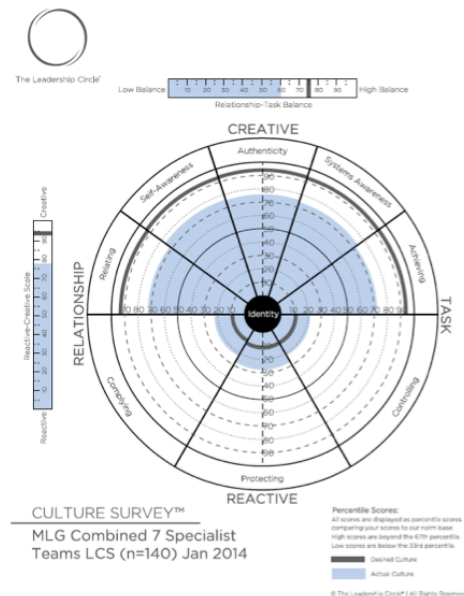
As the Combined Specialist Teams' CLA shows, the feedback from Business Leadership Teams indicates a highly effective combined effectiveness, scoring close to 80% Creative – with or without the Executive Team and EAs!

When the reports were run for each of the Specialist Functional Teams, the CLA graphs were more varied. Feedback from each of the Business Leadership Teams showed they were experiencing more Reactive leaders with some of the Specialist Functional Teams. Some of this was a function of distance, some a function of new people in the Specialist Team and some a function of unresolved issues and/or relationship conflicts.

The different perspectives offered by the 4 Business Leadership Teams provided deep insights to members of each Specialist Functional Team in terms of their effectiveness. Through dialogue and practical examples during the debrief workshop, members of each Specialist Functional Team were able to agree on positive steps to keep working on Creative impact and also what action to take about changing Reactive impact on other Teams.

CLA CASE STUDY: Hospitality Business

CLA FOR COMBINED BUSINESS LEADERSHIP TEAMS



CLA for Combined Business Leadership Teams x 4 – feedback from Specialist Functional Teams x 8 (n=116)

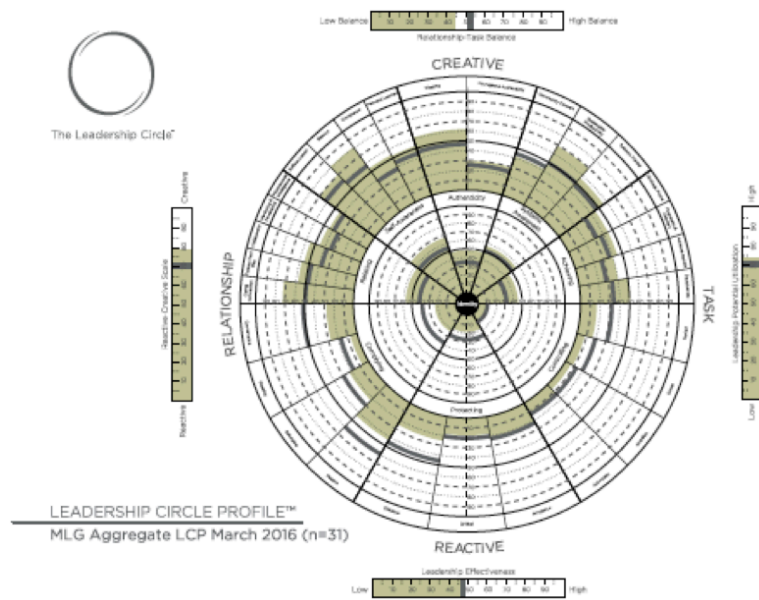
As the Business Leadership Teams (DLTs) CLA shows, the feedback from Specialist Functional Teams indicates a combined score at 61% Creative.

As with the Specialist Functional Teams CLA graphs, when the reports were run for each of the Business Leadership Teams, the CLA graphs were more varied. Feedback showed that different Specialist Functional Teams were experiencing leadership differently when interacting with members of each Business Leadership Team. Some more Reactive and others more Creative. Again some of this was a function of distance, some a function of new people in the Specialist Team and some a function of unresolved issues and/or relationship conflicts.

The different perspectives offered by the 8 Specialist Functional Teams to the Business Leadership Teams provided deep insights into their Leadership Team. Again, through dialogue and practical examples during the debrief workshop, the Leadership Teams were able to agree on positive steps to keep working on Creative leadership impact and also what action to take about changing Reactive impact on other Teams.

CLA CASE STUDY: Hospitality Business

LCP GROUP AGGREGATE REPORT – SPECIALIST FUNCTIONAL TEAM MEMBERS / CORPORATE SERVICES 2016



LCP Group Aggregate Graph for Specialist Functional Team / Corporate Services Members (n=31) 2016

Given that 75% of members of the Specialist Functional Teams / Corporate Services has never participated in a 360 process before the LCP Aggregated Profile is indicating on the Reactive-Creative Scale 78% in the Creative. As with all Group Reports there are a number of LCPs with more Creative than Reactive, some with more Reactive and some in between.

The majority of the LCP debriefs were facilitated by the Executive Team and one General Manager, followed up by one on one coaching. The Aggregated Group Profile was debriefed in a 1 day workshop by us. The outcomes from the workshop were 3 Focus Areas:

- Purposeful & Visionary
- Collaboration & Team Focus
- Courageous Authenticity

The journey continues in 2017 with a remeasure of Team Effectiveness using CLA.

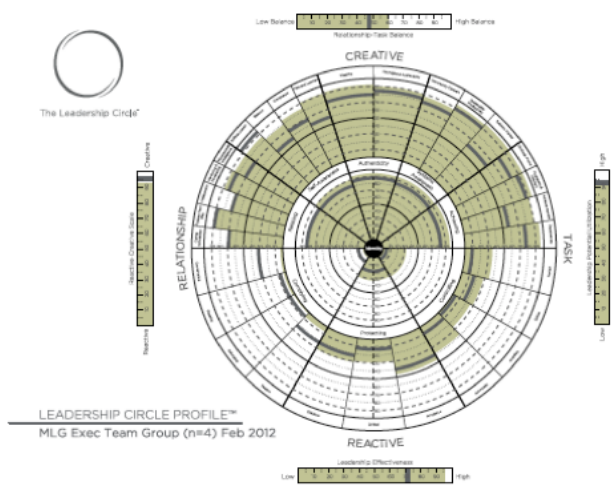
CLA CASE STUDY: Hospitality Business

COLLECTIVE LEADERSHIP AT THE CORE

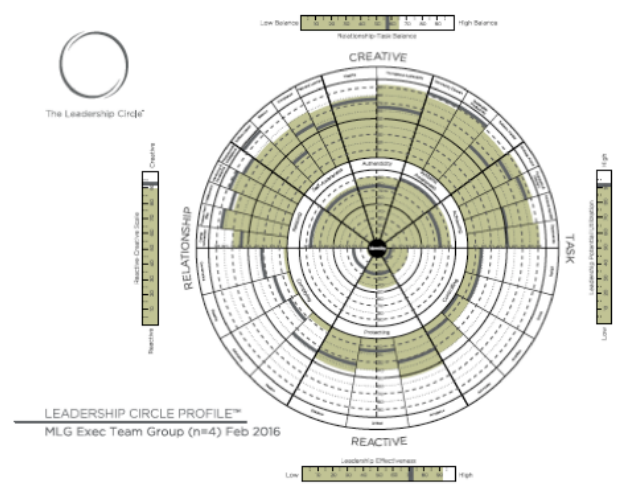
The journey started in late 2002/early 2003 with the Executive Team committing to invest in leadership and team effectiveness. The Board have been supportive all along the journey and have themselves participated in assessments and providing 360 feedback. Whilst some members of the Board have changed the Executive Team and Senior Management Team have remained fairly stable over the past 10 years.

Along the way there have been bumps with some years better than others financially and in terms of relationship. Stakeholder management internally, with customers, with industry relationships and suppliers and with government bodies is becoming more and more paramount. Their latest LCP Group Profile is indicative of the stresses and challenges the Executive Team have been facing.

LCP GROUP AGGREGATE REPORT - EXECUTIVE TEAM 2012 AND 2016



**Executive Team Group LCP – 2012
(n=4)**



**Executive Team Group LCP – 2016
(n=4)**

There are a number of explanations for the latest Aggregated LCP for the Executive. Apart from the stresses and pressures of leading a growing business in an increasingly competitive and VUCA market, the bar is also higher when it comes to expectations about effective individual and collective leadership across the Group. And, two of the four executives have also experienced personal challenges away from work in the last 2 years – they admit this has played into a shift in their own profiles (which, nevertheless, still remain highly Creative!).

COMMITMENT

Significantly, the Executive and Management Team committed to a journey and they continue to commit. As they do they will continue to reap the rewards of an agile collective leadership team, who are adaptive and ready to take on new challenges in order continue to grow revenue and maintain the sustainable advantage they have created these past 14-15 years. As a not for profit, all excess revenue needs to be allocated for community benefit. The integrity stakes are high and lived and modelled from the very top.

Succession planning and development has been a key focus over the past 5 years. There is great hope for the next highly conscious, capable and effective leaders ready to take the helm when the time comes.

Please refer to the following video links to hear from some of the leaders themselves:

<https://www.youtube.com/watch?v=dKKQGhk1YtQ>

<https://www.youtube.com/watch?v=RpfetjQeMM>

APPENDIX 1 – DETAILS OF FIRST CLA AND LCPS IN 2011 AND 2012

THE LEADERSHIP CIRCLE 2011 – GOING DEEPER IN EARLIER STAGES OF THE JOURNEY

In 2011 the Collective Leadership Assessment (CLA) was conducted alongside another survey involving the Executive Team, the Management Team and some members of Corporate Services.

Significantly for the group of 29 leaders, CLA opened a conversation they had not had before – one that was meaningful and that mattered to the successful implementation of the growth strategy.

What also became evident during the CLA debrief was the distinction between how leaders were thinking about the Aspirational/Ideal Effectiveness. The Ideal CLA for Management Team CLA was lower than the Ideal for the Executive Team.

The Executive took the lead and steered the conversation about clarity of leadership vision, purpose and intent. They supported some of the members of the Management Team who were limiting their aspirations to recognise where they might be able to lift their hopes and be more optimistic and bigger picture in their thinking.

At the end of the conversation 3 Key Focus Areas linked to three of their organisational five values were agreed, each with behavioural descriptors as ways of measuring how each other were showing up:

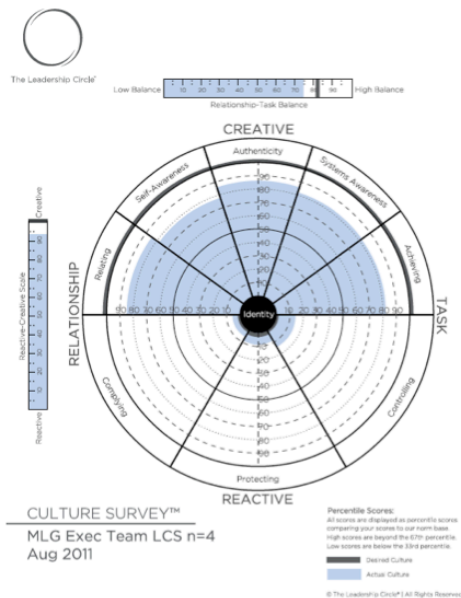
- Reliable
- Progressive
- Great

Within a few months of the CLA debrief, and ongoing deeper conversations which ensued, a commitment was made for the Executive and Management Teams to undertake the Leadership Circle Profile (LCP 360) and to participate in the 3 day Authentic Leader workshop.

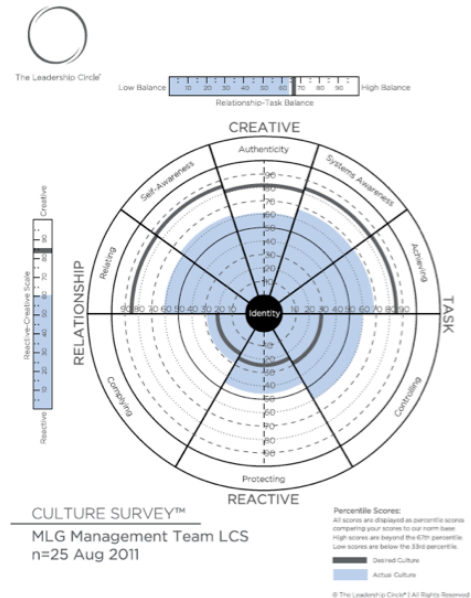
See next page for CLA Graphs (2011) and LCP Group Report (2012).

CLA CASE STUDY: Hospitality Business

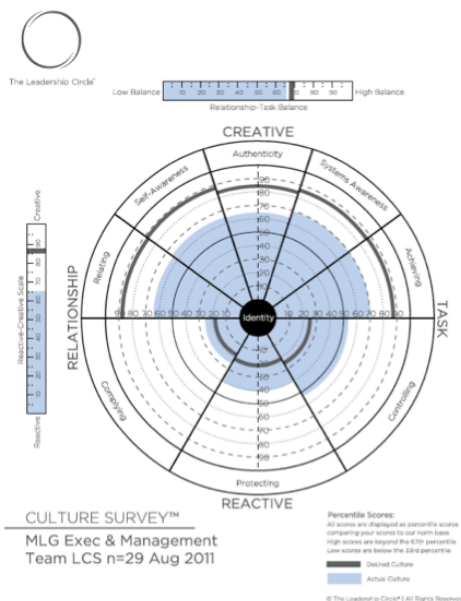
COLLECTIVE LEADERSHIP ASSESSMENTS & LCP GROUP REPORT



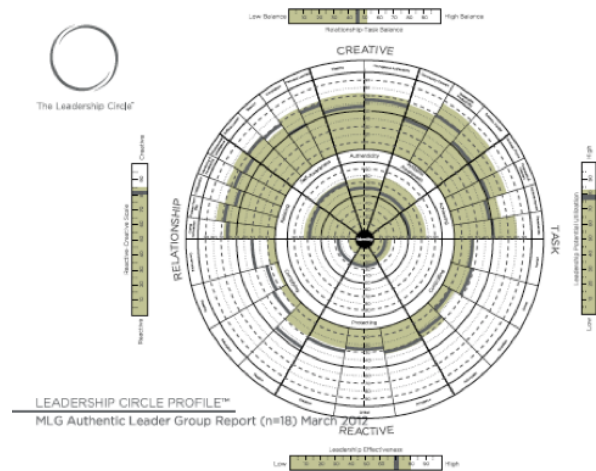
**Baseline CLA - 2011 (n=4)
Executive Team**



**Baseline CLA - 2011 (n=24)
Management Team**



**Baseline CLA - 2011 (n=29)
Combined Executive &
Management Team**



**Baseline Group LCP - 2012 (n=18)
Combined Executive &
Management Team**

CLA CASE STUDY: Hospitality Business

OUTCOMES OF 2011/2012

Having spent 8 years committed to developing both leadership and collective leadership awareness the introduction of The Leadership Circle feedback – using both CLA and LCP – highlighted that the journey of developing awareness and effectiveness had worked. And, it became evident that there was a recurring pattern in the culture – as if collectively the limits of the operating system had been reached. A theme also emerged when remeasuring the previously used 360 assessment i.e. that a number of leaders had plateaued or reduced their leadership effectiveness.

The CLA and LCP provided new insights into individual and collective leadership capability and the opportunity to deepen perspective about what was needed to effectively lead in an increasingly VUCA (volatile, uncertain, complex and ambiguous) business environment.

APPENDIX 2 – THE PROCESSES INVOLVED FOR TEAMS EVALUATING EACH OTHER

SET UP PROCESS – READINESS

The organisation was ready for this very powerful Team on Team Effectiveness feedback process. Communicating was a vital first step. The COO, who is TLC Certified, briefed every Team face to face and this was followed up with written communication reminding them of the context and which Teams they were about to complete an CLA for.

SET UP PROCESS – PLANNING

Planning began before the CLA Briefings to each Team and continued throughout the process.

One of our TLC-FCG Client Support Managers and one of the client's Executive Assistants worked on pre launch; during launch and post launch checklists. A master spreadsheet with the details of all Teams was created to

CLA CASE STUDY: Hospitality Business

1. Ensure the wording for the CLA briefing invitation and CLA Survey Taker was unambiguous, and so that each person completing the CLA surveys was crystal clear on which Team they were evaluating at the time
2. Check and double check numbers in each Team, dates etc.
3. Provide ease of reference for managing the project

Checklists were also created prior to the 2 Day Offsite to debrief the results of all 67 CLA. Logistics, running CLA graphs, reports and bar charts, printing, binding, booking an offsite venue large enough for three large TLC Mats and Team “stations”, meals, accommodation etc. – all needed to be taken into account.

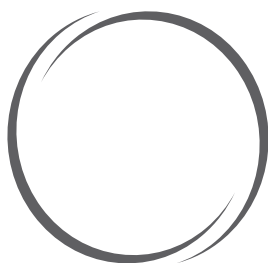
DEBRIEF PROCESS

The CLA Debrief took place over 2 days with 50 members of the 12 Teams in a large ballroom. The process included:

1. Context setting by two members of the Executive Team
2. Group warm up and content relating to Leading Through Change
3. Overview of TLC Framework including activity and debrief of Reactive & Creative loops
4. Warm up to collective team effectiveness – actual and ideal
5. Combined CLA – graph and bar charts only. The purpose was to help them understand how to read and extract meaning from the feedback
6. “Dialogue at Team Stations” diving into CLA feedback received from other Teams
7. “Dialogue Exchanges” with the various other Teams to gain awareness and insights by asking questions, listening to further understand the feedback and gaining meaningful and practical examples
8. Awareness and action planning in Teams
9. Commitment to remeasure CLA and for all Specialist Functional Team (Corporate Services) members to participate in LCP in 2015/2016
10. Acknowledgement process for combined group

CLA CASE STUDY:

HR Department / University



The Leadership Circle®

CONTEXT

In 2012, a new Senior Vice President of HR was appointed to a University with the remit of transforming the HR function and key processes. The Senior VP had previous experience with The Leadership Circle in a financial services organization and was keen to create a baseline of the collective leadership across HR using the Collective Leadership Assessment (CLA). Having personally experienced deep personal transformation using the Leadership Circle Profile, she was also committed to providing leadership development for the HR Senior Leadership Team by offering them a chance to undertake the LCP 360 feedback and coaching.

In Q4 of 2012 we were invited to a meeting to explore how we could partner with the Head of HR to plan a collective leadership transformation journey focussing on a leader-led journey of culture evolution. Since that time the CLA has been administered and debriefed twice and the Senior Leadership Team has participated in LCP 360 debriefs and coaching. In 2017 the plan is to roll out another CLA across the HR Department – and so the journey continues.

CLIENT DESCRIPTION

The industry is Higher Education / University. This University had multiple faculties and service units. The Chancellor, Vice Chancellor, Provost, Vice Provosts, Deans and Faculty Heads were all at varying degrees of tenure and experience from outside the sector. In terms of forward thinking and innovation, there were some in senior roles who understood and embraced a commercial mindset and some who were very much focussed on academia and research, showing little or no interest in becoming commercially savvy in order for the University to remain relevant in an increasingly competitive field.

BUSINESS CASE

Attracting, training and keeping bright, experienced and forward thinking people was agreed as being a key strategic pillar for the University. The process began in 2012 with hiring the Senior VP of Human Resources who came from the corporate world and had previously been responsible for large scale, complex HR people transformations and systems implementation. Process and systems change needed to happen and happen fast and HR was considered a key enabling function for the University to keep a competitive edge.

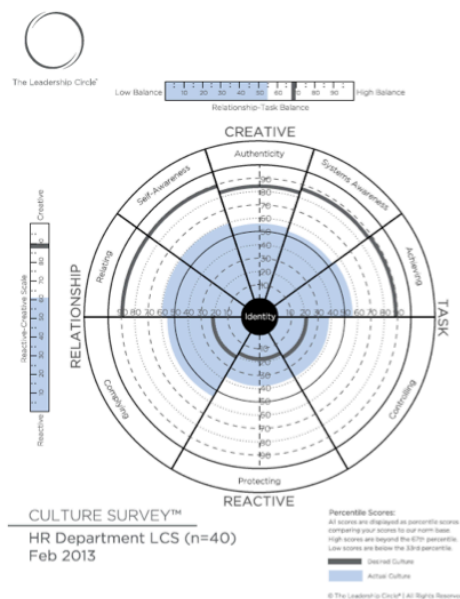
Collective Leadership Assessment – BASELINE 2013

To start the journey, the HR Senior VP verbally briefed all members of the HR Department. The scene was set about the amount of change in 2013 and the intention to create a collective leadership baseline in order to determine how best to move forward together given the amount of change and

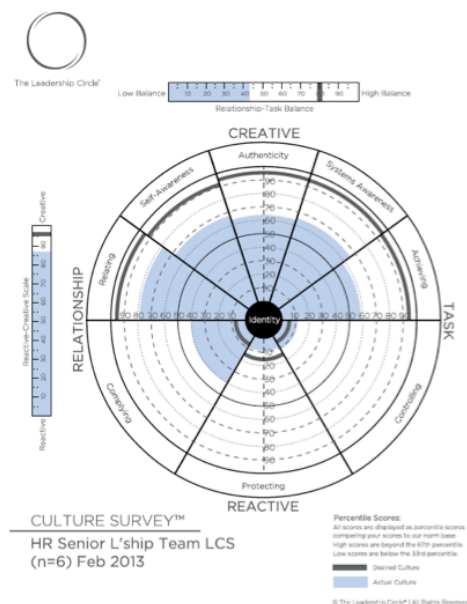
CLA CASE STUDY: HR Department / University

speed with which it needed to happen. This briefing was followed by a written invitation to participate in the Collective Leadership Assessment. The HR team members were given ample time to complete the survey and overall the response rate was 90% (46 out of 51 participants completed).

1. The CLA ½ day debrief workshop comprised:
2. Context setting by VP of HR
3. Rationale for collective leadership measurement
4. Overview of TLC Framework including Stages of Development, Gravity Stick, Reactive & Creative Loops
5. Debrief of the HR Departments CLA
6. Functional Teams working with Functional Team Heads to agree on actions and accountabilities – 2-3 key focus areas to develop collective leadership with specific and measurable behaviors relevant to each Functional Team
7. Commitment to remeasure in 18-24 months



**Baseline HR Department CLA – 2013
(n=40)**



**Baseline HR Senior Leadership Team
CLA – 2013 (n=6)**

Note: When the data was initially presented we actually showed the Combined CLA Graph of n=46. For remeasure comparison purposes (for this case study) we have separated into two CLA Graphs as above – HR Department (n=40) and HR Senior Leadership Team (n=6).

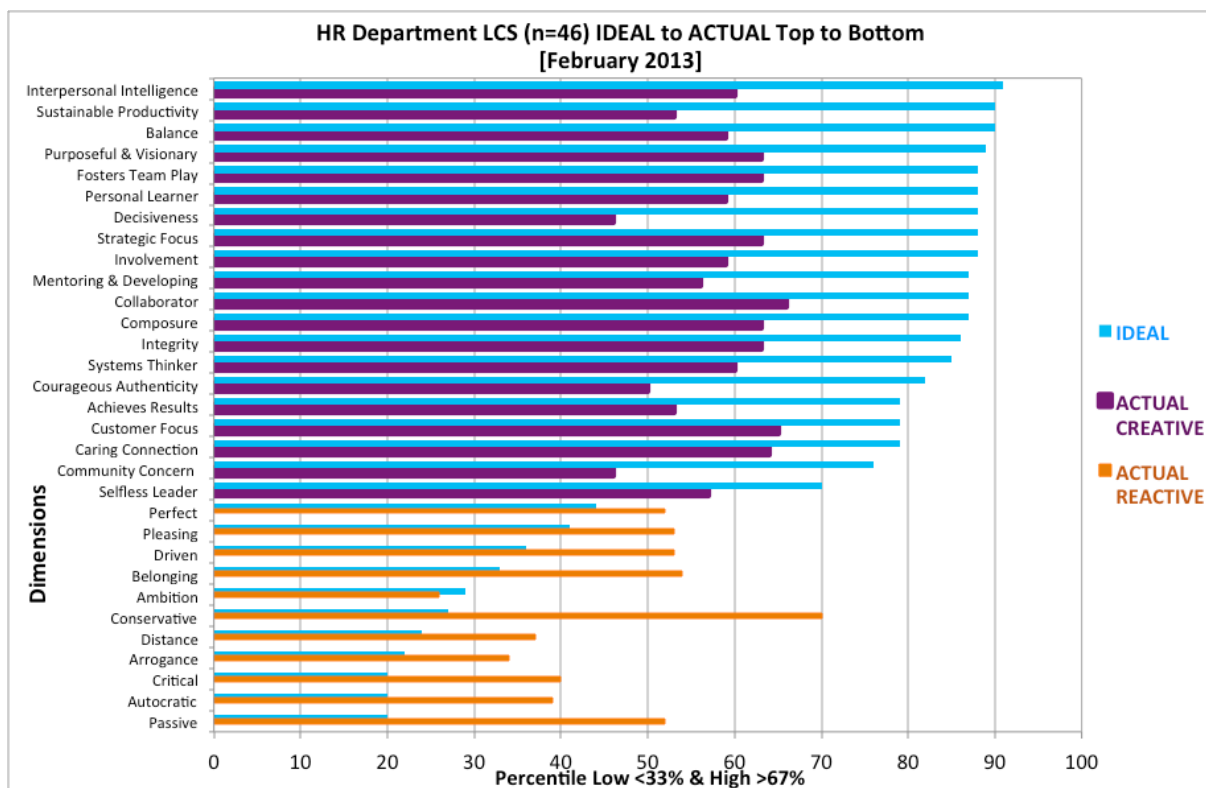
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CLA BAR CHARTS – 2013

Displaying the 31 dimensions by Ideal and Actual via Bar Charts facilitates the conversations that matter most, without participants getting lost in the numbers.

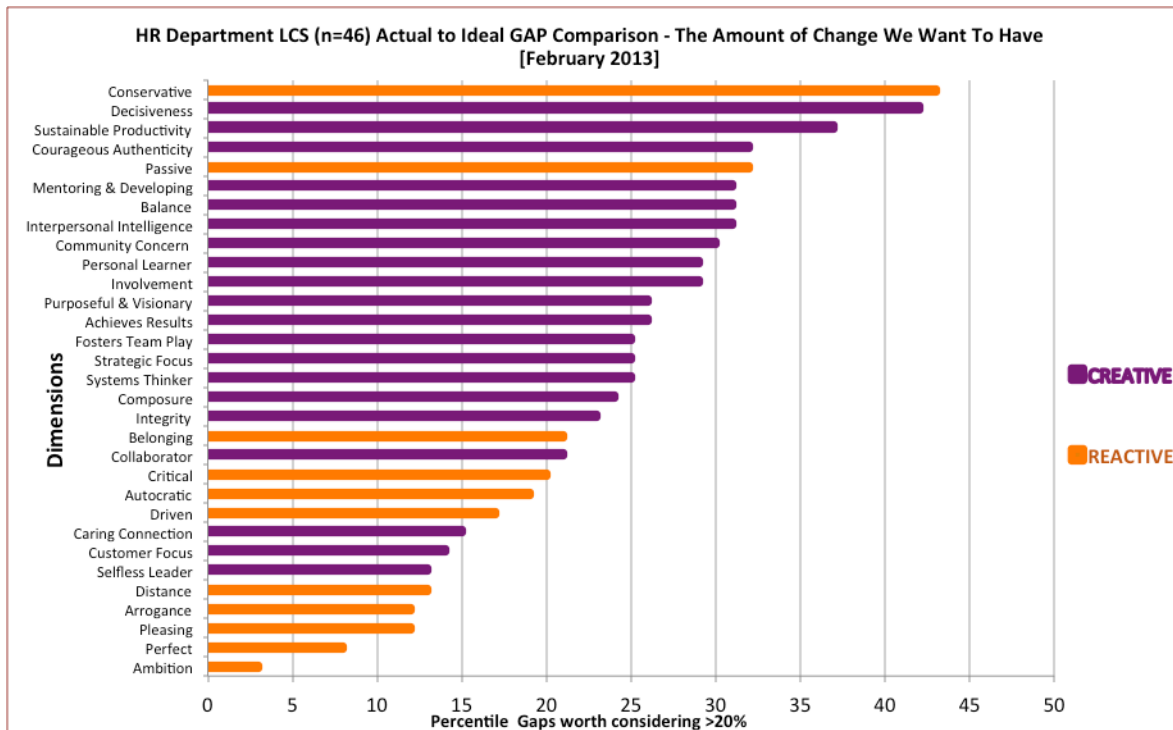
CLA Bar Charts very quickly drew attention to where dialogue needed to be directed. When the CLA Graph and Bar Chart 1 were displayed alongside each other members of the HR Department could very soon grasp that their aspirational thinking (IDEAL) was matched to the complexity and disruption of the environment that they were about to enter into. Whilst they felt good about this, they could however also see the gaps in the collective leadership / their current level of thinking (ACTUAL) as represented by the blue shading in the CLA Graph and Bar Chart 1 over the page. They began to realize that a shift in culture – especially in their collective beliefs and assumptions – needed to take place in order to be able to implement the transformation being asked of them.

Gap Bar Chart 2 brought home which of the dimensions needed to be addressed the most. They were able to find a shared story about how Conservative and Passive (Reactive) were impacting on Decisiveness, Sustainable Productivity and Courageous Authenticity (Creative). Until that time they had received no encouragement or empowerment to change any of that. Now was their chance!



CLA Bar Chart 1 – IDEAL to ACTUAL Highest % to Lowest (2013)

CLA CASE STUDY: HR Department / University



CLA Bar Chart 2 – GAPS Highest % to Lowest (2013)

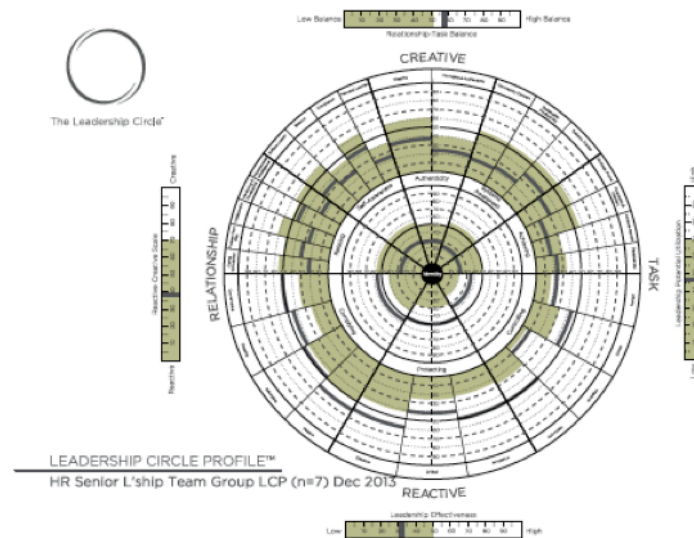
HR SENIOR LEADERSHIP TEAM – LCP 2013

As part of the process, the Senior VP of HR invited all members of the Senior Leadership Team (SLT) to participate in the Leadership Circle Profile 360. The invitation was very consciously planned for after the CLA debrief in order to allow the members of SLT to gain a sense of comfort about The Leadership Circle framework and methodology following the CLA.

Until 2013, each of the SLT had participated in self-assessments and in a 360 which they had found useful but realized these assessments had not equipped them for managing the complexity to the extent they were about to face. To their credit each of the SLT agreed to participate in the LCP debrief and follow up coaching sessions on a one to one basis. Twice in 2013 the SLT participated in offsites to debrief their own LCPs and the Group Aggregated LCP, with the intent of agreeing their Key Focus Areas for 2013/2014 aligned to the HR Strategy and transformation implementation plans.

Their Group LCP was not a huge surprise given the results of the CLA earlier in 2013.

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HR Senior Leadership Team (n=7) Dec 2013

As a collective team they agreed to focus on how they could influence the limiting beliefs and assumptions driving the Conservative and Passive culture in HR:

- Leadership Charter – together they created a Leadership Charter with Symbols, Systems and Stories and agreed to measure progress on a quarterly basis
- Leadership Meeting Rhythm – once a month they agreed to start their usually operationally focussed meetings with 30 minutes on examples of collective leadership effectiveness
- One Big Thing – each had committed to a leadership effectiveness goal – One Big Thing – in their one on one coaching sessions. They not only shared these with each other they also agreed to connect the dots between their individual and collective journeys.

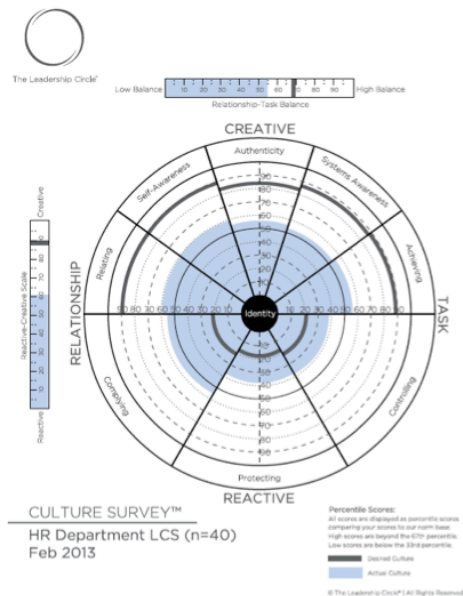
Collective Leadership Assessment – REMEASURE 2015

Attracting, training and keeping bright, experienced and forward thinking people was agreed as Prior to the CLA remeasure the HR Team Heads also undertook the LCP debrief and coaching process in order to embed a common language into the Department.

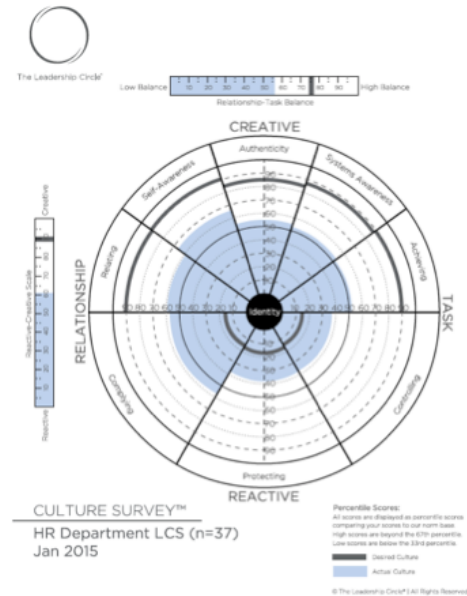
2013 and 2014 was transformation implementation – involving a number of process improvements and systems upgrades, along side which was the necessity to help end users embrace both mindset and behavior changes. All in all the transformation projects were successful, but by the end of 2014 many in HR were exhausted.

CLA CASE STUDY: HR Department / University

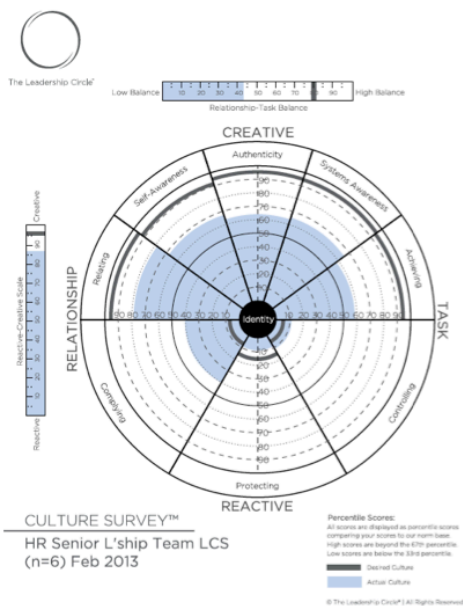
The CLA remeasure took place at the end of 2014 with 93% completion rate (43 out of 46 participants completed) and the 1 day debrief happened in early 2015.



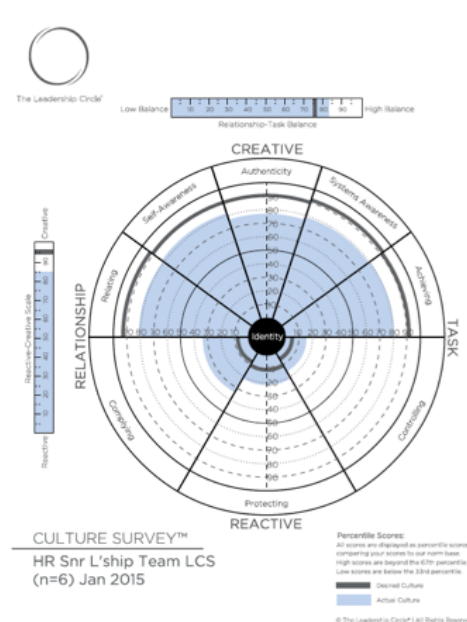
Baseline HR Department CLA - 2013 (n=40)



Remeasure HR Department CLA - 2015 (n=37)

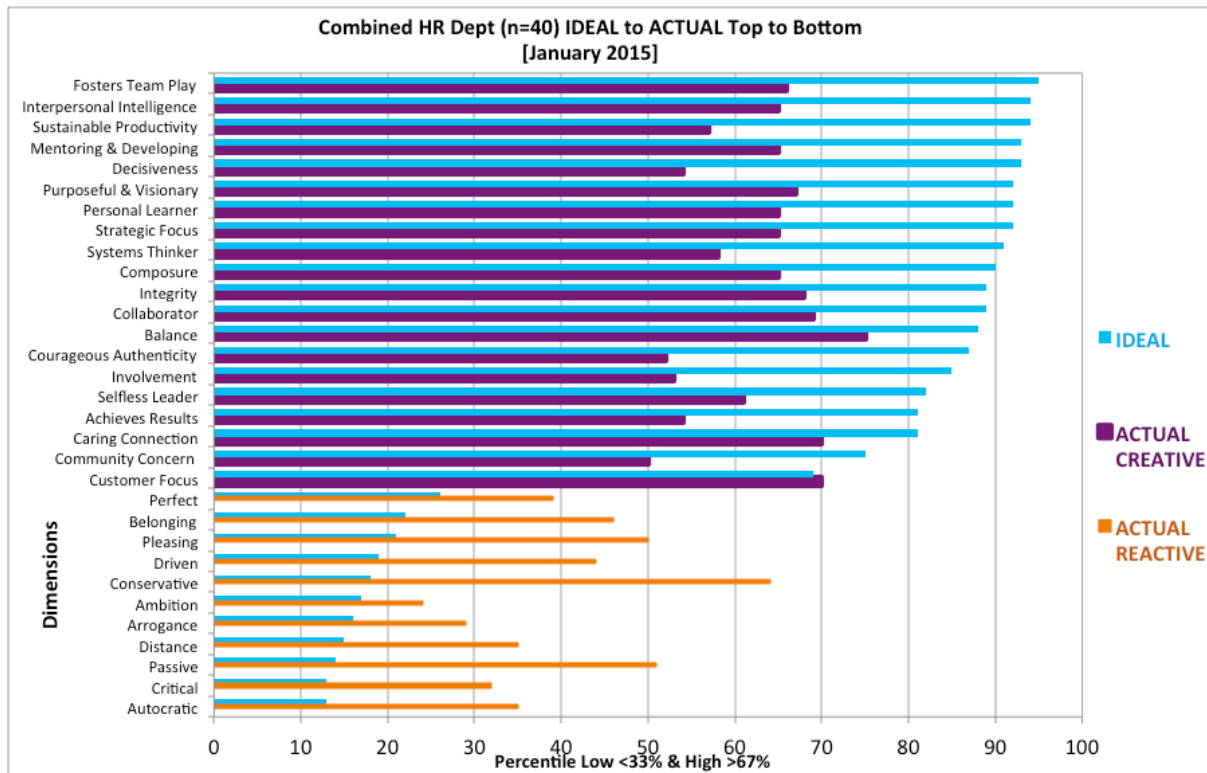


Baseline HR Senior Leadership Team CLA - 2013 (n=6)



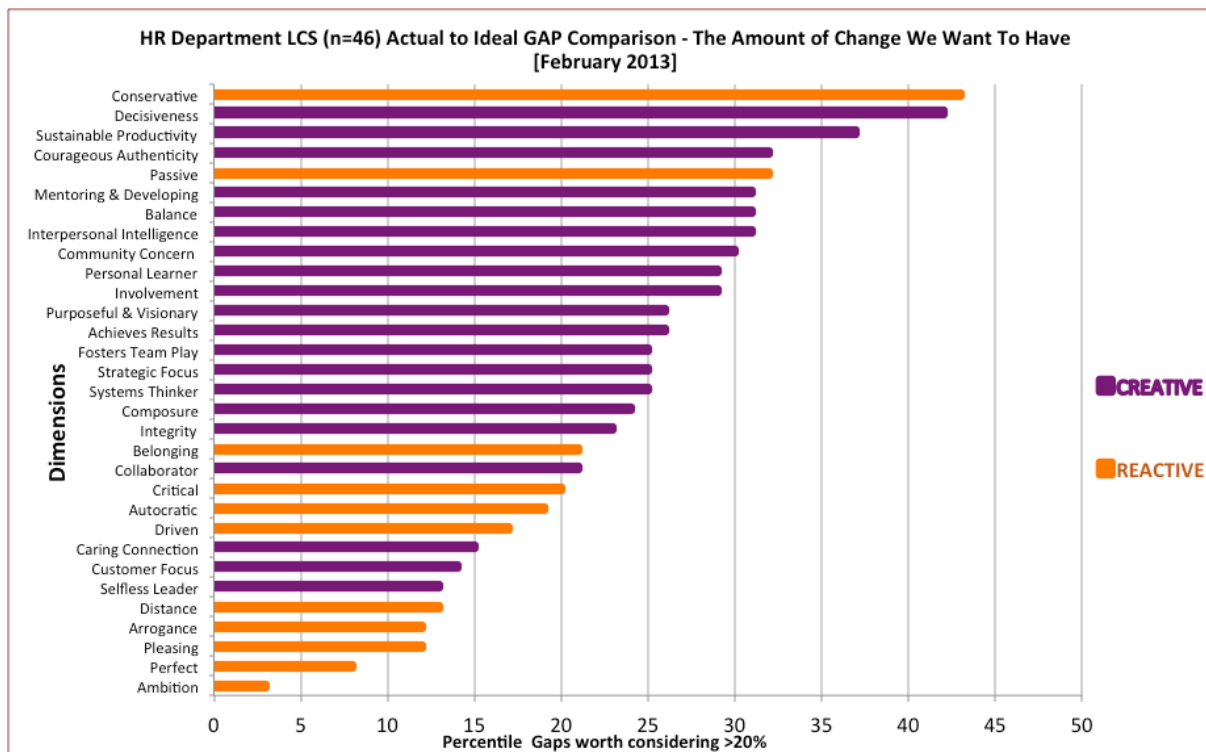
Remeasure HR Senior Leadership Team CLA - 2015 (n=6)

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CLA Bar Chart 1 – IDEAL to ACTUAL Highest % to Lowest (2015)

CLA CASE STUDY: HR Department / University



CLA Bar Chart 2 – GAPS Highest % to Lowest (2015)

Top 5 Gaps remained the same in 2015 as for 2013 – Conservative and Passive (Reactive), Decisiveness, Sustainable Productivity and Courageous (Creative).

COLLECTIVE COMMITMENT

Whilst the CLA for the Senior Leadership Team changed significantly, and there were some changes for the HR Department especially in Self Awareness, disappointingly the Top 5 Gaps remained the same in 2015 as for 2013 – Conservative and Passive (Reactive), Decisiveness, Sustainable Productivity and Courageous (Creative).

During the 1 day CLA Debrief all realized that all had been so focussed on implementation that they has forgotten to work on their CLA / HR Culture Key Focus Areas from 2013 – with the exception of the Senior Leadership Team.

OUTCOMES

The HR Department has received recognition from both inside the University and from industry peers in terms of the massive transformation implementation and positive impacts. The Senior VP Human Resources has also become one of the key trusted advisors to the Vice Chancellor. Many of the Senior Leadership Team members have become strategic partners to the Faculties and other Departments.

The University has never seen transformation of the kind implemented by the HR Department in 2013/2014. Its place in the rankings has risen steadily under the current leadership and thanks to innovative thinking in all areas of academia, research, quality of students, strong industry partnerships and new generation process, policies, procedures and systems. Whilst the HR transformations were not the cause for these achievements they are recognized as being indisputable enablers.

Additional metrics and details are unavailable due to anonymity of the client.