LEADERSHIP SYSTEM

DEEP LEADERSHIP DEVELOPMENT AT SCALE

"If leaders don't do their work, an organization won't transform. In order for us to be effective, we have to 'start with self' and scale our individual leadership capacity and capability to others in the organization. It's the leadership of all of us – scaling from one, to team, to many."

Bill Adams, Co-founder of Leadership Circle

LEADERSHIP SYSTEM

Every workplace is searching for a meaningful and sustainable way to develop its leaders. Too often, leaders are assessed, areas for growth are identified, and then the steam—and often, the budget—run out, resulting in stunted growth, frustrated employees, and organizational leadership full of potential, yet ill-equipped to realize it.

But when a program is in place that strategically develops leaders at all levels on an ongoing basis, an organization can thrive. With such leadership, teams and whole companies can better adapt to unforeseen circumstances, capitalize on new opportunities, and imagine a future they never dreamed of.

The challenge is establishing such a program. That's where we come in.

Why Leadership System?

Designed specifically to equip leaders for success, individually and collectively, the Leadership Circle Leadership System program brings leaders together in a cohort experience for a series of highly interactive sessions over the course of nine months to a year (year over year, if desired). Through candid conversations, skill and competency development, peer-to-peer coaching, and more, leaders integrate their personal and professional development with real-time, real-life experience and insight. The program combines topics relevant to business issues, leadership development, and principles for scaling leadership success, accelerating and solidifying the gains that can be achieved by becoming more creative and effective leaders.

Leadership System has recently been upgraded, after being available for 10+ years. All components of program have been refreshed and now include new course material with a variety of choices, assessments, and support to address the challenges relevant to leadership teams today.

The world continues to get more complex and uncertain, and this continues to outpace leaders. Yet research consistently indicates effective leaders (focusing attention on the creative) outperform ineffective leaders. The ROI is clear!

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

The Leadership System, coupled with the research-proven results of the Universal Model of Leadership (UML) ™ will offer you the following:

- The capability to deliver enterprise programs, tailored to the needs of each group.
- A fully integrated leadership development system
- A foundation to transformation and change

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A Collective and Effective Leadership Culture Requires:

→ A model and methodology which correlates to the impact of collective leadership on culture, effectiveness, and performance.

→ A shared language –when integrated with the Leadership Circle Profile 360, effectiveness and leadership at scale begins to take on a ripple effect.

→ Measurement against that model and methodology over time.

→ A long-term, systemic process as distinct from episodic, one-off events.

Leadership is Important!

- The world's complexity is outpacing leadership.

- Research consistently confirms that leadership (and the culture it creates) is really the single differentiator between organizations.

- Companies with ineffective leaders are vulnerable to losing the best talent, as people (the good ones) join great companies and leave ineffective bosses.

- A great strategy implemented by ineffective leadership is sure to fail.

- Culture always trumps strategy…. And leadership is the number one influence on culture. Leaders working together impact the effectiveness of strategy execution.

- Research confirms effective leadership outperforms ineffective leadership.

- Collective Leadership: the most effective organizations make developing leaders a strategic focus.

BENEFITS OF AN LEADERSHIP SYSTEM CERTIFIED COACH

✓ **Comprehensive Framework**: Integrates self-awareness, relationship-building, and strategic effectiveness for well-rounded growth.

✓ **Data-Driven Feedback**: Personalized LCP assessments provide clear, targeted development plans.

✓ **Systemic Focus**: Coaches align individual growth with team dynamics and organizational goals.

✓ **Accelerated Self-Awareness**: Coaches help leaders confront limiting beliefs, fostering lasting change.

✓ **Measurable Progress**: LCP reassessments show growth over time, proving ROI.

✓ **Resilience and Adaptability**: Leaders build mental agility to manage stress and change.

✓ **Relationship Building**: Emphasizes trust and collaboration, essential for high-performing teams.

✓ **Sustained Transformation**: Fosters lifelong commitment to personal and professional excellence.

✓ **Leadership Circle Coaches** provide a holistic, personalized, and measurable approach that transforms leaders and organizations alike.

Leadership System helps organizations to develop individual and collective leadership capability and capacity within the organization and allows them to scale leadership at the same time. The framework of the program is built around the six conditions for scaling leadership:

Purposeful Achievement

Transformative leaders are driven by a higher purpose – individually and collectively – and engage in dialogue that aligns everyone in the organization. They turn that higher purpose into a clear vision that translates into strategy and execution.

Radically Human

Being radically human is about self-awareness, authenticity, and the vulnerability to learn "out loud" in relationship with those around us. When we choose to be more radically human (beautifully imperfect and vulnerable in our evolving) it allows others to do the same. The more people are recognized for who they are, the more they show up for what they can authentically and most effectively contribute.

Deep Relationship

Great leaders foster deep relationship – they genuinely love and care about the people they work with and who work for them. Deep relationship is based on a foundation of trust, transparency, and honesty. It is a thread that runs through everything we do together.
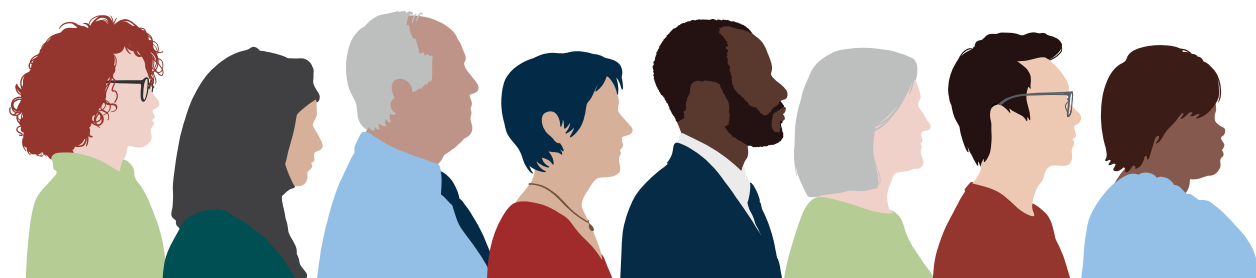
Creative Leadership

Creative Leadership is about creating a future we care about. It's an abiding focus on a desired future state. When the whole organization is focused on bringing into being what matters most, you're creating a high-Creative generative organization.

Systems Awareness

We need to understand, as leaders, that businesses are living organisms. It's important to be aware of every aspect of that system – how those systems interact and how the individuals within that system show up in support of each other. Those systems, as a whole, generate what it is that we're going to put together and create in the world.

Generative Tension

There is a generative tension in the gap between our aspirations (the vision we're collectively committed to creating) and our current reality. Are we willing to tell the hard truth about what's going on? Leaders face these development gaps and hold everyone, including self, accountable. Resolution of this tension moves us toward creating a future we believe in.

THE SESSIONS

The leadership journey begins with an initial assessment and debrief of either the Leadership Circle Profile or Collective Leadership Assessment for each leader. Following this, the cohort meets for facilitated sessions 4-6 weeks apart. Each session presents a new content area, with a specific focus tailored to the developmental needs of the group. These sessions include:

- Promise of Leadership
- Mapping Your Journey
- Trust
- Listening as a Leader
- Awareness: Moving Toward Your Vision
- Leading Through Change
- Courageous Conversations
- Relationship Building
- Prioritization
- Accountability and the Leadership Development Plan (LDP)
- Transformation *(launching 2024)*

- Integrity
- Creating a Culture of High Accountability
- Taking Stock
- Achieving
- Optimizing Engagement
- Systems Thinking
- Pull of Purpose
- Challenging Assumptions
- Fostering Resilience
- Collaborative Team Play
- Exploring Relationship Barriers

PROMISE OF LEADERSHIP

Our signature Leadership Circle Profile orientation program and introduction to a new way to think about the Promise of Leadership introduces two designs, pre and post debrief, to build collective common experience and language, introduce an integrated framework for leadership effectiveness, and gain momentum for results. Participants experience the session together. This program can be the launch of Leadership System or used exclusively as an orientation program.

MAPPING YOUR JOURNEY *AND TAKING THE FIRST STEP*

Participants begin their Leader to Leader (L2L) journey as individuals and as a cohort. This session sets the stage for scaling leadership and helps participants create a vision for their own development. Participants agree on the "rules of the road," including how they will give and receive feedback. This session provides an orientation to the L2L experience, including peer-to-peer coaching and Accountability Circles, and allows leaders to take the first step in their development.

TRUST *PROCEEDING WITH CONFIDENCE*

Participants complete a self-assessment to determine how well they build trust as a leader. During the session, they discuss how trust impacts their leadership, their teams, and the organization. They discover that trust can be built behaviorally by being competent, believable, reliable, connected, and vulnerable. As they explore this within their cohort, they will begin to develop a strategy for elevating trust as individual leaders and collectively within the organization.

LISTENING AS A LEADER *A PRIORITY FOR EFFECTIVE COMMUNICATION*

In this session, participants discuss how listening is an essential leadership skill that helps build relationships and contributes to elevated business outcomes. In utilizing a skill practice, they discover how well they are able to fully listen, what gets in their way, and how their ability to actively listen can help them understand people on a deeper level. They identify behaviors they will start, stop, and continue doing to become a more effective listener.

AWARENESS: MOVING TOWARD YOUR VISION *AND STAYING THE COURSE*

Awareness precedes choice, and choice precedes change. In this session, participants enhance their awareness to become a more effective leader. They discover that what got them here may not get them where they want to go. They practice relinquishing beliefs, assumptions and stories (inner game) and behaviors, actions and habits (outer game) that they may have once needed but are now holding them back in their leadership journey.

LEADING THROUGH CHANGE *MAKING A DIFFERENCE*

In this session, participants gain awareness and insights about how effectively they are leading through change – what is working and what isn't. They explore leadership behaviors they can employ to engage people and rally them around working together to create important outcomes, in the midst of change. As a cohort they envision a desired future state for the organization and discuss what it takes to make it happen.

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COURAGEOUS CONVERSATIONS *BEING AUTHENTIC WHEN IT COUNTS THE MOST*

In this session, participants identify the elements of courageous conversations. The business conversation focuses on what supports or hinders authentic conversations within their culture. After learning skills to minimize the risks and ensure healthy dialogue, participants plan for an upcoming courageous conversation and get peer coaching on their plan.

## RELATIONSHIP BUILDING *MAKING DEEP CONNECTIONS*

In this session, participants discuss the business case and leadership imperative for focusing on relationships and the importance of "deep relationship" at all levels of scale – one on one, team, and organization. After identifying their primary tendency for relationship building (heart-centered, mind-centered, or will-centered), they explore the strengths and limitations of it, and how it impacts others. They also discover best practices for building and maintaining strong relationships.

PRIORITIZATION *FOCUSING YOUR EFFORTS TO MAKE THE EXTRAORDINARY HAPPEN*

In this session, participants evaluate how they are spending their time and discover a method for determining what is most important and where to focus their attention and efforts. They also learn how to work with their teams to ensure they are working on the right things, making room for new opportunities, and prioritizing based on business value.

ACCOUNTABILITY AND THE LEADERSHIP DEVELOPMENT PLAN (LDP) *TAKING OWNERSHIP OF MY GROWTH*

In this session, participants identify their One Big Thing goal, based on their Leadership Circle Profile feedback, as well as their biggest liability (what could hold them back). Participants also identify specific behaviors that they want to stop and start doing. They will receive peer feedback on their development plan in this session, allowing them to further refine and target their goals. Participants also have the option to arrange to have formal feedback administered through a survey to their Accountability Circle.
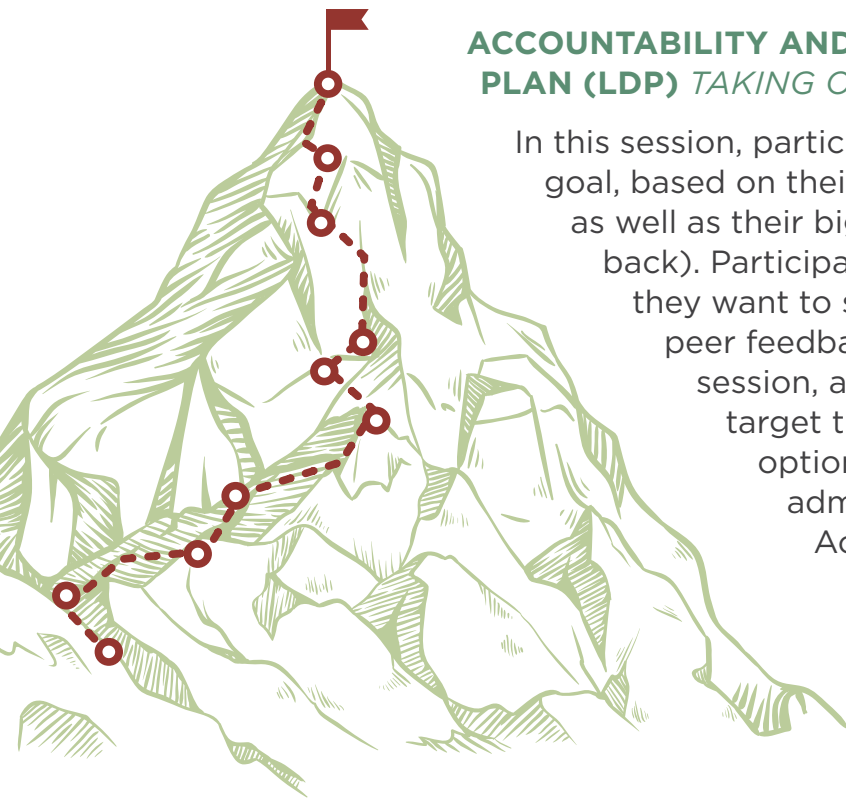
TRANSFORMATION (LAUNCHING 2024) *PARTNERING ON A WHOLE SYSTEMS CHANGE*

Transformations are large-scale, unprecedented changes that organizations make to achieve breakthrough results. The goal is to transform "who we are." In this session, leaders explore the types of changes their organization is undergoing and at what level. They evaluate how multiple systems operate within their organization and discuss what they can do to help those systems support each other.

INTEGRITY *WALK THE TALK*

The Leadership Circle Profile's primary tenet of Integrity is about aligning behaviors and values. In this session, participants discuss integrity of self, how it is demonstrated in the organization, and what can happen in the absence of integrity. Participants explore their role as a leader in nurturing a high-integrity culture. They also learn leadership traits that will help them increase their own integrity and help elevate the integrity of the organization.

CREATING A CULTURE OF HIGH ACCOUNTABILITY *AND LEADING WITHOUT EXCUSES*

Prior to the session, participants complete an assessment in which they rate their skills in creating a culture of accountability. This session involves exploring the impact of their personal accountability as well as the accountability that exists in their organization and ways it can be strengthened. Participants also take a deeper dive into the three conditions of accountability from their assessment: communicating clear expectations, creating compelling consequences, and promoting information flow and effective feedback.

TAKING STOCK *LOOKING BACK, LOOKING AHEAD*

This session serves as the capstone to the Leader to Leader experience and a celebration of the progress that has been made. Participants "take stock" by reflecting on where they have been and where they are going. These productive time-outs help participants engage in creative thinking about their own development. In this session, they also share the value and insights they've gained from working with their cohort members.

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ACHIEVING *LEADING FROM HERE TO THERE*

This session introduces the concept of Creative Tension and teaches practices to support it. Participants learn to appreciate the ability to operate in the current reality and, at the same time, embrace and engineer changes to move the business toward the vision/future state. They explore leadership behaviors for achievement and how to overcome common stumbling blocks that can hold them back.

OPTIMIZING ENGAGEMENT *LEVERAGING ENERGY, FOCUS, AND COMMITMENT*

In this session, leaders learn that a critical factor for sustaining energy and commitment is their ability to influence the way employees feel about their work and the people with whom they work. They discuss the current level of engagement within their teams and across the organization. They also evaluate their own level of enthusiasm and commitment, and how it may be impacting those around them. After learning new leadership behaviors, they create an action plan for optimizing engagement for their team and themselves.

SYSTEMS THINKING *EMPLOYING A WHOLISTIC APPROACH*

Systems thinking requires leaders to hold the big picture when making decisions, planning, and taking action – to ensure the long-term health of the whole system. In this session, participants discuss the interdependencies that exist among business groups, the relationships they need to be mindful of, and the feedback mechanisms they need to have in place to monitor the health of the system. While participants continue to invest energy into their own leadership, this session will also add a greater focus on the team and at an organizational level.

PULL OF PURPOSE *NAVIGATING THE TENSION BETWEEN PURPOSE AND SAFETY*

When leaders orient their lives toward a bold purpose and vision, it immediately raises the possibility of risk, and the need to stay safe. In this session, participants learn how to manage the tension between purpose and safety. They experience the "pull" of their vision, discover what limiting beliefs are holding them back, and learn how to shift their mindset in order to successfully move toward accomplishing their vision and purpose.

CHALLENGING ASSUMPTIONS *WORKING WITH UNDERLYING BELIEFS*

Many of the assumptions that drive behavior are based on irrational beliefs, which are most often formed in response to past events. In this session, participants discover core beliefs that are influencing their behavior. This session also introduces a method/tool that helps leaders stop and challenge those beliefs, and then choose new ways of thinking and new behaviors to get the results they want personally and professionally.

FOSTERING RESILIENCE *FORGING A STRONGER VERSION OF YOU*

This session defines resilience as the ability to recover from difficulties, learn from experience, exhibit self-awareness and focus on finding solutions. Leaders assess their own resilience and also discuss what their teams need to overcome adversity. They learn specific behaviors they can demonstrate to strengthen resilience for themselves and their teams, and how this impacts the organization.

COLLABORATIVE TEAM PLAY *PROMOTING TEAMWORK, COLLABORATION AND SYNERGY*

In this session, participants explore why collaborative team play matters and how it raises their effectiveness as a leader, as well as the effectiveness of the organization they operate within. They do this by discussing the level of collaboration that exists within the teams they participate in, teams they lead, and across the organization. They learn key leadership behaviors to strengthen their ability to foster collaborative team play and build an action plan for incorporating these skills.

EXPLORING RELATIONSHIP BARRIERS *AND MOVING BEYOND THEM*

In this session, participants learn what hinders relationships and what they can do to move past barriers. They explore their personal tendencies towards four relationship toxins – criticism, contempt, defensiveness, and stonewalling. Through experiential activities they discover antidotes to these toxins, by leveraging the Creative Competencies. This session also gives leaders additional opportunities and tools to help them strengthen relationships.

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