

# Transformative Leadership Coaching:

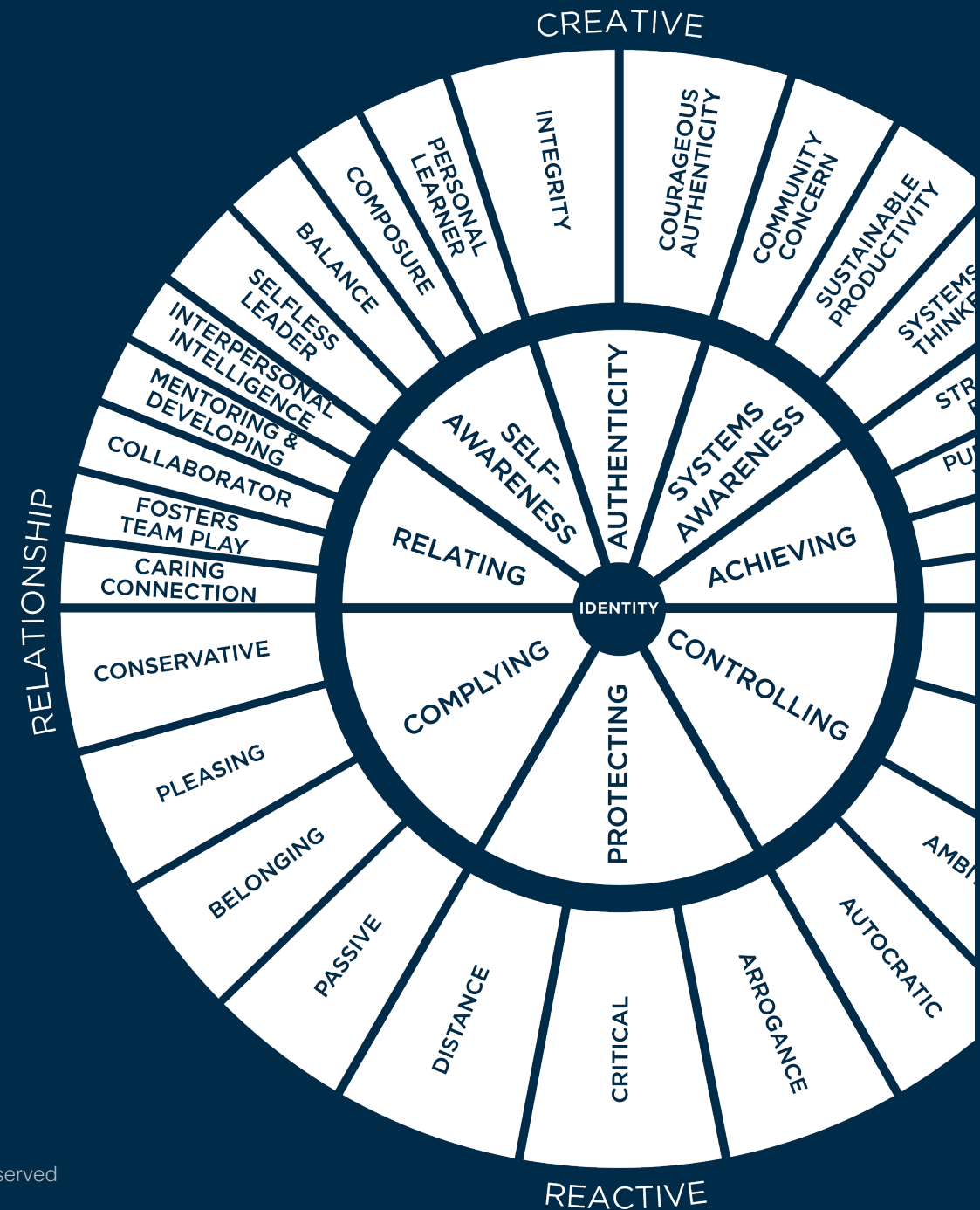
*Unlocking the Strategies for Lasting Impact and Positive Change*

Stacie Torres, CPCC - InnerLead

Michael O'Connor – Vice President Global Community

November 14, 2023

# LEADERSHIP CIRCLE®



# OUR PURPOSE

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



# Interview with Stacie Torres

The recording and the PPT deck are available on LCGo:

- [LeadershipCircle.com](https://www.leadershipcircle.com)
- Resources
- One time password: **Creative1TLC** (case sensitive)
- LC Go Fundamentals

For those watching the recording: Be sure to see specifics in the PPT Presenter Notes

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## Stacie Torres, CPCC

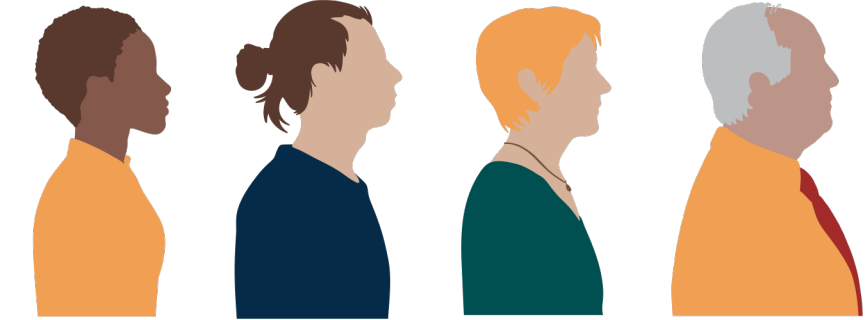


Leadership Coach for  
Leadership Effectiveness & Stress Resilience

- InnerLead (27 years)
- Atlanta, GA
- LCP certified in 2016
- ICF certified in 2014
- Over 50 dance team

*My objective: Each of you  
leave our session with at  
least "one golden nugget"*





## Client Situation:

### Who?

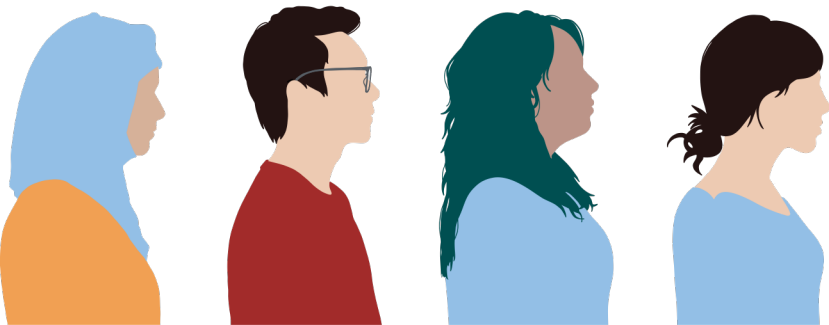
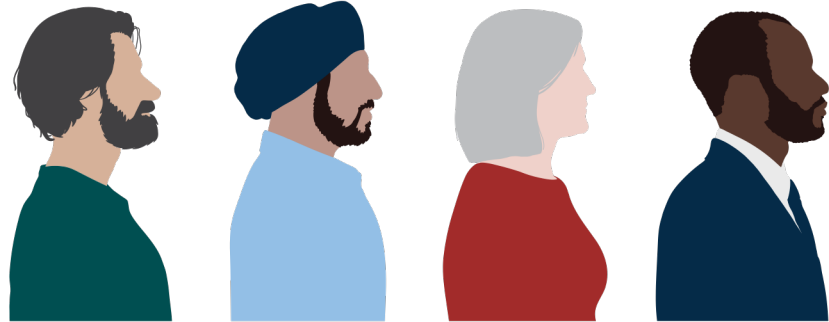
- Multi-billion-dollar food and beverage company
- Recent merging of 4 organizations
- Just introduced a new technology

### What?

- ½ day session within a 3-day Senior Leader Strategic Planning session off site w 45 leaders

### Opportunity?

- Hungry for development
- Commitment to leadership development as a key priority



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# Approach - “Dancing in the Moment”

- ❑ Interviewed key players:
  - Interviewed more than 10 senior leaders
  - Discovery Qs:
    - ✓ Describe the current leadership culture as you see it.
    - ✓ What’s going well?
    - ✓ Where do you see challenges?
- ❑ Pre-meeting with executives.
  - Spent a half day on a site visit.
- ❑ Creating the Solution, with an intention to consultative selling:
  - Studied the Mastering Leadership book (Anderson & Adams)
  - Universal Model of Leadership , Case Studies, Research, (Top 10%/ Bottom 10%)
  - Research confirms Effective Leadership is the best approach.

# Meta-Data: Building The Business Case for Leadership

- ❑ A great strategy implemented by ineffective leadership is sure to fail.
- ❑ Culture ALWAYS trumps strategy... And leadership is the *Number One* influence on culture.
- ❑ Research confirms effective leadership (*Creative*) outperforms ineffective (*Reactive*) leadership
- ❑ Research: Most effective organizations make developing leaders a strategic focus.

# The Power of a Question

*Hold them lightly, be spontaneous and curious*

Describe the leadership culture as you see it. What's going well? What challenges do you see?

To what business outcomes is the senior team accountable for?

What keeps you awake at night?

What precisely does success look like? What would it look like if we achieved Trust and Safety?

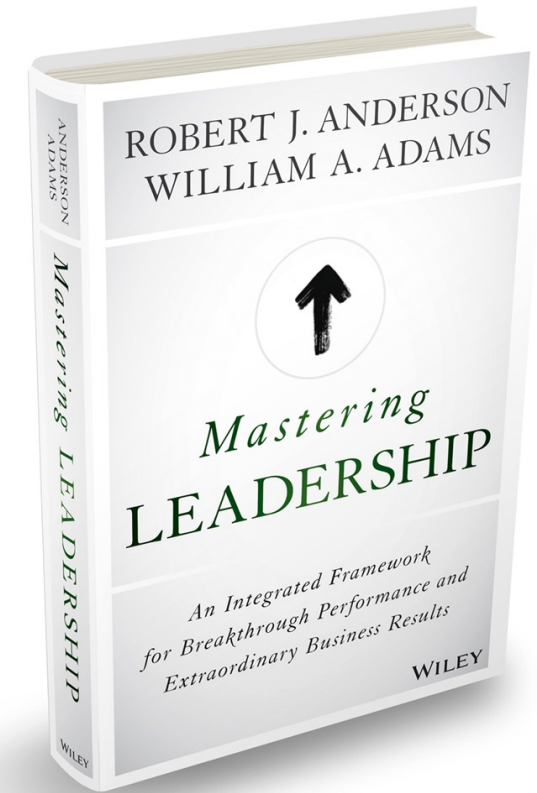
Are you going to tolerate the discomfort of the status quo, OR tolerate the discomfort required to change yourself and get your goals?

Ripple Effect – 4 Qs

- Biggest change in our leadership?
- Impact to you, your team, the org, your family?
- Value of the Impact?
- If you were to monetize this, what would it be?

*One Reply: \$100M, and priceless  
to my personal life!*

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## Key Findings:

- Impersonal “vanilla” culture – lack of personal connections
- Lack of appreciation , respect, trust or healthy accountability
- Lack of positivity or gratitude
- Low morale
- Power Jockeying
- Retention risks
- Blame / Finger Pointing; going behind each other’s backs

Goal: Create a  
Courageous  
Feedback and  
Coaching  
Culture



## APPROACH – INITIAL ½ DAY DESIGN:

- ❑ Careful to NOT propose solutions; continued to ask and to learn
- ❑ Get clarity on the desired end result (specifically)
- ❑ Commitment from each person is critical:
  - “Any organizational change will only be possible if it starts with you (executive team)”.*
- ❑ Synthesized feedback and evaluation from the 45 participants.
- ❑ They asked for MORE!

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## Sold Collective (and personal) Leadership Effectiveness

Focus on the benefits/outcomes, not the components

- ❑ Individual 360's
- ❑ Two+ day off site retreat
- ❑ Coached the CEO to show up as his best self
- ❑ **Ground Rules:** Attend fully, Be Curious and Be Bold
- ❑ LC Mat, OBT goals in a Leadership Development Plan.
- ❑ Six-month development series:
  - One-on-one coaching/check in meetings
  - Monthly group sessions
  - Mini "Pulse Surveys" to track progress.

*I inspire you to take bold action and get feedback regularly from each other!*

## Findings/ Metrics:



CEO Quote: After 4 months: “the value of this work is \$500M: If we had not done this work as an exec team, we would not be on track to achieve our 5-year strategic plan, which is worth \$500M. Whatever magic you are doing, let’s take it down to the next leadership level”

*Hi Stacie: I was surprised by my emotion on Tuesday, but thankful you brought it out of me. A couple of things I know for sure...*

*If I didn’t have a strong connection with you, (trust, respect and admiration), our coaching session moment would have never would have happened.*

*I we were in larger group, or with different people, it wouldn’t have happened either.*

*The relationships I am deepening with my team is exactly what I needed (and didn’t even know it).*

*Thank you for your guidance. Please know what a difference you made in me. I want our team’s courage journey to last for more than the two sessions we have left.*

## The relationship continued:

Personal coaching of the CEO and other Execs

*Documented personal key learnings and results (used his for internal marketing).*

Mentoring for other senior leaders.

Vice Presidents: ***Converge Leadership Experience***™:

Senior Directors: Another 12 months of coaching and a full day retreat

*Stress Resilience Practices: neuroscience, threat response, anxiety in the workplace, burnout prevention, achieving BIG goals without unnecessary suffering..*



# In Summary:

## Sales and Discovery:

Discovery: Invest time to REALLY understand the client

Be very clear on desired outcomes, and how this aligns to business strategies

Bring business opportunities and challenges to every session

Ask powerful questions (with no attachment to outcomes) before offering solutions

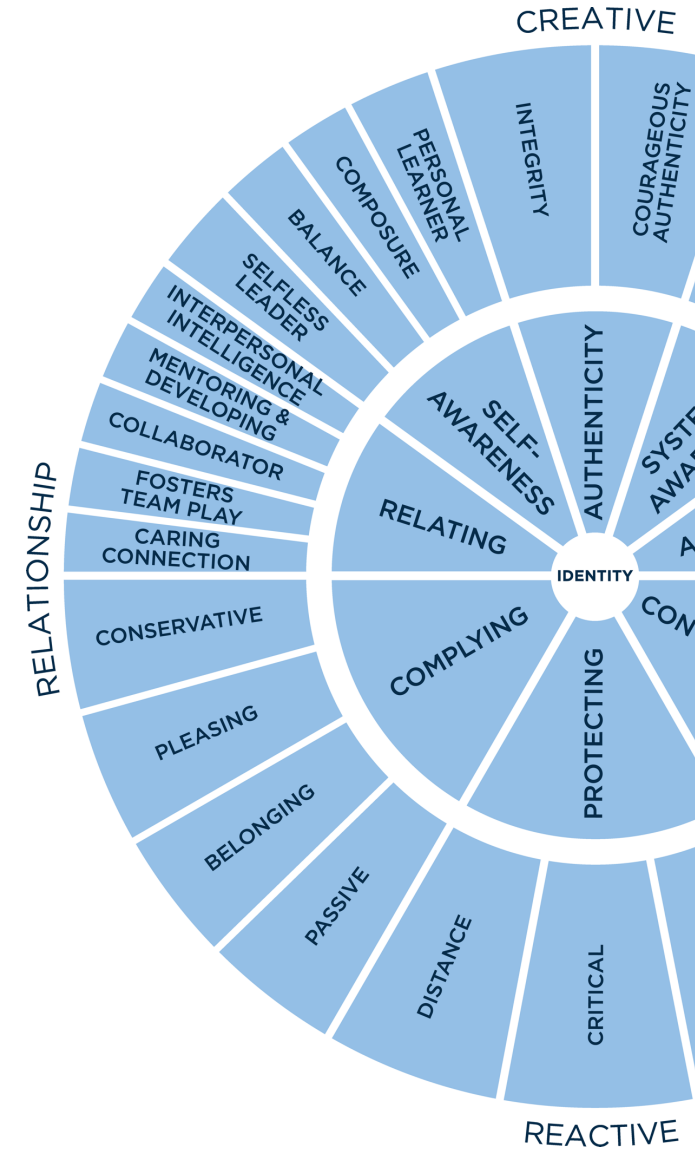
Utilize resources available from Leadership Circle

Create and agree on metrics for success

Accountability and Commitment - Top down

All participants – OBT, Key Take Away's, align to their business metrics. Peer Resource Support in every session

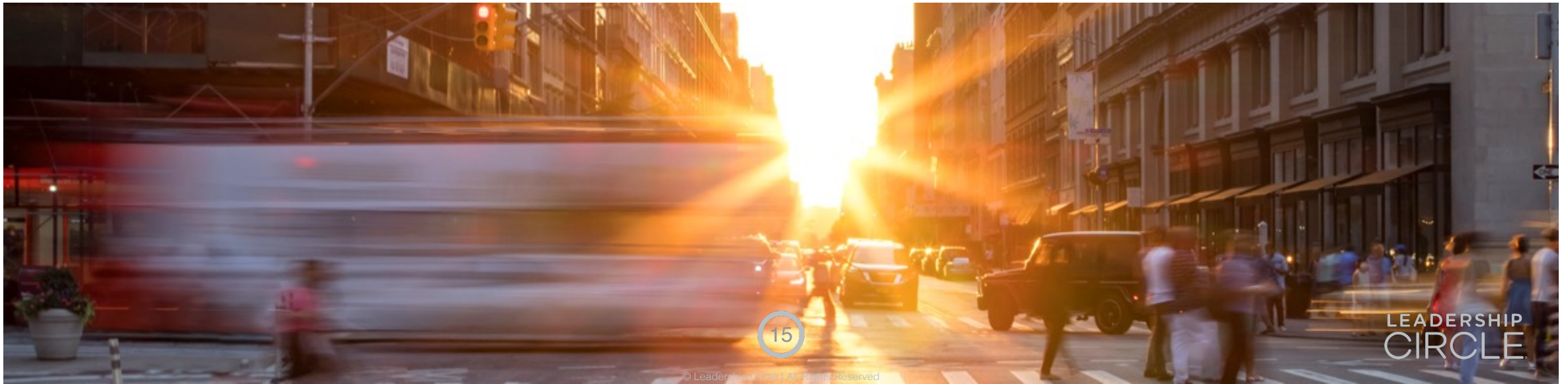
Be Bold - they are good at running their business... You offer expertise in change management



**Please join us again!**

**A time for QA, discussion and co-creation?**

**Tuesday, December 5, 2023: 11am EST**



## What's Available to you Now!

- LCP (x 10, as example) + Group Report
- Group Orientation (*prior to one on one debrief*)
- Group Debrief \*
- LCP Retakes (12-18 months later)
- Leadership Development Plans
- LC Mat
- *Mastering Leadership and Scaling Leadership* books (Bob Anderson & Bill Adams)

***Any Questions: Please contact  
Customer Support at  
Support@LeadershipCircle.com***

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# Other Leadership Circle Offerings:

Interactive LCP – Recently Released!

Collective Leadership Assessment (CLA)

Group Effectiveness Assessment (GEA) and  
Team Effectiveness Survey (TEA)

Leadership System (*2.0 Relaunch scheduled –  
Spring 2024*)

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Pulse / LDP Certification – NEW!

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# Upcoming Events

- November 28, 2023: 9–10 a.m. MDT: ***BRITE: Transforming The Way We Measure Team Effectiveness***
- December 7, 2023, 9–10 a.m. MDT: ***Set yourself up for 2024***– Learning to celebrate your growth and achievement, and learning to lean into what is/can be now

*Stay Tuned:  
Our 2024  
Global Events  
Calendar will  
be published  
soon!*

**Thank you for joining us!**  
**Until next time.**

