

Collective Leadership Certification

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# LCP Group Report Debrief #2

4-6 hour version

Facilitator Guide; DO NOT SHARE

November-December 2016



The Leadership Circle®

# Leadership Circle Profile Group Report Debriefing

4-6 hour Workshop

TOPIC / EVENT	TIME	KEY CONTENT AND ACTIVITIES	WHO
		<p><b>NOTE</b> – this 4-6 hour design is intended to be a “module” within a larger multi-day design. Typically, the LCP Group Profile would be shared with a senior team after they had been debriefed on their individual LCPs and had some team time on individual effectiveness. Following this section on Collective Effectiveness and the Group LCP the design would typically move back to Individual Development plans and accountabilities.</p> <p>OPTIONAL: Individual LCP debriefs can follow this session</p>	
Segue	5 minutes	<p><b>Purpose: Make the segue between the individual effectiveness conversation and the collective effectiveness conversation you are moving into.</b></p> <p><b>Process:</b> Remind the leaders of where they’ve been so far with the LCPs that they’ve received, and lay out the objectives for the day by focusing on the collective impact or footprint of the team.</p>	
Definition of Collective Effectiveness	30 minutes	<p><b>Purpose: to connect the dots between the complexity of their leadership context and their individual and collective capacity to meet it.</b></p> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• <b>Define and explain the following:</b> <ul style="list-style-type: none"> <li>○ Revisit the individual definition of leadership (Deploying Self into Circumstance to Create Outcomes)</li> <li>○ Layer in the collective definition of leadership (Deploying Selves into Circumstance to Co-create Outcomes)</li> <li>○ Show the Complexity of Context / Complexity of Self slides and talk about the developmental challenges at the individual and group level</li> </ul> </li> <li>• <b>Invite conversation</b> to get clarity and explore implications throughout this.</li> </ul>	<p><u>Resources</u></p> <p>PPT</p>

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Business Performance Research Overview	30 minutes	<p><b>Purpose: Share the Business Performance / Leadership Circle Research</b></p> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• <b>Share with them how the study was conducted end of 2005/early 2006</b></li> <li>• <b>Ask them to predict</b> the graph of top and bottom 10% of Business Performance sample (make the point that these are group profiles – an aggregate of a bunch of individual profiles).</li> <li>• <b>Show them the Top 10% and Bottom 10% Graphs, discuss</b></li> </ul>	<p><b>Resources</b></p> <p>PPT</p> <p>Optional: White Paper on Business Performance</p>
Their Group Profile	45 minutes	<p><b>Purpose: Create an awareness of their collective leadership impact and brand</b></p> <p><b>Process: Work their Group Profile:</b></p> <ul style="list-style-type: none"> <li>• <b>Ask the group to predict</b> what they think their aggregate group profile looks like</li> <li>• <b>Show them the graph</b></li> <li>• <b>In triads, discuss</b> the implications and relevance of their group profile</li> </ul>	<p><b>Handouts</b></p> <p>PPT</p> <p>Group Profile</p>
Break	15 minutes		
Mat Work (Theatre of the Reactive /Theatre of the Creative)	60 minutes	<p><b>Purpose: To deepen their collective self-understanding by using an embodiment technique which connects left and right brains, heart and mind.</b></p> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• <b>Before going out on Mat,</b> have the group identify their Top 3 VUCA like challenges (or Top 3 Strategic challenges). Have them pick the juiciest one. (This should be a 5 min brainstorm not a long conversation). Put this challenge on flip chart and put it by Mat.</li> <li>• <b>Have the group find on their individual profiles</b> where they were rated most highly by others in the Reactive (their highest Reactive Score by others, biggest green shading), have them go out on the LCP Mat and stand on this spot.</li> <li>• <b>Instruct the individuals that they are going to be playing a unidimensional part</b> in this <i>Theatre of the Reactive</i>. For instance, if they are standing on Critical, they are just going to inhabit the character of Critical, take on that stance, and speak with that voice. If they are standing on Pleasing, they are going to completely take on that character and only speak from there. (They are not playing themselves here, they are playing a sole Reactive strategy).</li> <li>• <b>You will likely have multiple people on the same slice.</b> For instance, you may have 3 on Driven,</li> </ul>	<p><b>Resources</b></p> <p>LCP Mat</p> <p>Flip chart</p>

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		<p>have each of them play the Driven character in their own way.</p> <ul style="list-style-type: none"> <li>• <b>Once everyone is clear on the instructions, ask them (playing their Reactive characters) to speak into the VUCA/Strategic challenge that is facing the group.</b> What does this voice have to say about the challenge? Work around the circle until each of the voices have spoken.</li> <li>• <b>Ask them to reflect on the conversation they just heard. What did they notice?</b> Typically, they will notice a cyclic getting nowhere dynamic, an energy that spirals down, a certain frustration, impatience, and hopelessness – a focus on problems. Note that even when we are <i>just playing</i> the conversation takes a particular shape.</li> <li>• <b>Repeat the exercise with the Theatre of the Creative.</b> Same process, have them stand on their highest Creative (in the eyes of others) and playing that part unidimensionally, speak into the VUCA/Strategic Challenge.</li> <li>• <b>Have the team reflect on reflect on this conversation. What did they notice?</b> How was it different than the previous experience? Reinforce with the group that Creative conversations are not necessarily any easier than Reactive conversations (not all puppies and rainbows) but they are fundamentally different.</li> </ul>	
Team Development	60 minutes	<p><b>Purpose: to get clear on their collective developmental goals and commit to them</b></p> <p><b>Process: Either as large group, or several small groups:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge the group to identify one Creative competency that they want grow into a strength as a team and one Reactive strategy they want to consciously diminish as a team</b> (note that these are Collective Development goals you are asking them to create in addition to their own individual developmental goals).</li> <li>• Once they have settled on their 2 Collective Development Goals as a team, <b>ask them to discuss what they will notice if they enact this development.</b> What will they see each other doing or not doing? How will these changes get reinforced?</li> <li>• <b>Have them document their decisions and strategies</b> for development.</li> </ul>	<p><u>Resources</u></p> <p>Flip charts ??</p>
Segue	5 minutes	<p><b>Purpose: Move back into a conversation/process around their individual development</b></p>	