The Leadership Circle Profile
Post Certification Follow Up
Business Case

Leadership is Important	Notes
• Leaders touch everything that drives business performance. • Leaders establish and solidify the organizational identity (Mission, Vision, Values) • Leaders impact the effectiveness of strategy execution. • Leaders communicate what is important (or not) in both words and actions. • Leaders identify and develop the leaders of the future (are they focused on the right criteria?) - - - - - - • Ineffective Leaders (imagine high Reactive Tendencies going unmanaged) can disrupt, derail and do more harm than good: ▪ *Mixed messages, volatility, I know best, Do as I say, unavailability, lack of coaching/ direction, stuck in the past, focused on short-term vs. strategic…*	

Creative vs. Reactive	Notes
Note to practitioner: Find your own words, that which will connect for each given situation. **Creative Leadership:** • When Creative, we are focused on Mission, Purpose, things we love and care about. • Focus on long- term impact, truly scaling capacity and capability. • We are working in collaboration with others and in a "playing to win" mindset (Engaging, Inspiring, Unleashing). • The focus is creating an organization (or goals) we believe in. • We are mindful of what people want or need in leadership. • The kind of leaders that others aspire to. • You can see this illustrated with a lot of energy at the top half (the Creative Competencies) on a Leadership Circle graph. • Unlike the very common Reactive mindset (80% of us), we are less dependent on the outside for validation.	

• We are able to work more autonomously in collaboration without all the fear, aggression or self-protection.	
Reactive Tendencies: *Note to practitioner: Find your own words, that which will connect for each given situation.* • Reactive Tendencies are NOT BAD in and of themselves (despite a common misperception) • There are gifts, much of it has been well earned and part of one's journey; they have contributed to where a leader is today. • One can take advantage of the "gifts" if used with intention. • Goal is not so much "improving the Reactive" but learning what triggers and learn to **manage** it. • The Reactive is running our strengths from a reactive place… a play it safe or "play not to lose" manner. • They short-term results (so, it has a place. And can be quite compelling during times of stress or uncertainty). *It's like driving a car with one foot on the brake pedal. You will still reach your destination, but at a higher cost (time, energy, emotion, health, stress on team, etc.)* • While this mindset can still get results, they often come at a significant cost to the system and/or the leader. • One's validation (safety, affirmation, self-worth) comes from OUTSIDE of them (from others, from results, from being in the know). "I am looking to you for validation". • Here, we are still able to get results, but it comes from a place of fear, self-protection or risk aversion. • If not managed, and these dimensions of ourselves are managing us, can create unintended consequences that limit our effectiveness. • They tend to default to fear as the motivator. • This mindset is one that interrupts or stands in the way of outcomes that matter long -term. • There is a place for reactive (at times), but it is a short-term (firefighting) fix… and not scalable. Wherever there is a "preference" for Reactive, there is a more scalable (more effective in the longer term) alternative in the Creative.	

Today's Realities / Business Drivers	Notes
o Industry disruption	

LEADERSHIP
CIRCLE

o   Commercialization Fatigue
    o   Hyper-competition, new competitors (globally)
    o   National-to-global market shifts
    o   Accelerated pace of business
    o   Ambiguity
    o   Industry regulation
    o   Budgetary pressures
 	
What Else?	

Implications for Leaders	Notes

o A recent CEO study confirms that this **escalating complexity** is the number 1 issue CEO's are dealing with today.
o VUCA is leading to stress and uncertainty. Leaders across the world are telling us:
    • More and more is required of leadership.
    • Many leaders admit to being in over their heads.
    • We are commonly facing unprecedented issues.
    • Many admit that the skills that got them to where they are today are not enough to equip them for the future.
    • Some will admit that today's complexity is outpacing their learning, and thus creating a gap.
    • Many are concerned there is not enough time to do all that is required.	

Business Case for Coaching / Development	Notes
1. Much research confirms that leadership (and the culture it creates) is really the ONLY single differentiator between organizations. 2. People (the good ones) join great companies and leave lousy bosses (companies with ineffective leaders are vulnerable to losing the best talent). 3. A great strategy implemented by ineffective leadership is sure to fail. 4. Culture ALWAYS trumps strategy…. And leadership is the Number One influence on culture. 5. Research confirms effective leadership outperforms ineffective leadership 6. Collective Leadership: Leaders impact the effectiveness of strategy execution. 7. Research: Most effective organizations make developing leaders a strategic focus. 8. Promise of Leadership: Explicit and Implicit expectations of leaders (Mastering Leadership – Chapter 1) 9. Leaders need to develop at a pace greater than the speed of the change… standing still is going backwards.	

10. Collective Leadership:
    i. Research: The organization cannot perform at a higher level of performance that the consciousness of leadership.
         • Scaling Leadership Book – Chapter 12… Practices that Transform Leadership … A collective journey… and org will not transform one leader at a time.	

Business Case for Development of Leaders	Notes

Business Case for Development of Leaders
    o Research: Most effective organizations make developing leaders a strategic focus.
    o Promise of Leadership:
        ▪ Pace of Change
        ▪ Explicit and Implicit expectations of leaders (Mastering Leadership – Chapter 1)
    o Leaders need to develop at a pace greater than the speed of the change… standing still is going backwards.
  - Scaling Leadership Research (and Book):
    o Scalable leadership drives forward-momentum by multiplying high-achieving leaders at scale so that growth, productivity and innovation increase exponentially.
 	
    o Creative leaders multiply their strengths beyond technical competence by leading in deep relationship, with radical humanity, passion and integrity.
 	
    o The research confirms a predominance of interpersonal/people skills.
        ▪ These are very significant differences.
        ▪ Basically, this confirms, that if you are a leader, you are in the people business.
        ▪ The higher your span of control, or the more complex your business, more the need to lead at scale.
        ▪ Hence, the name of the book.
        ▪ More specifically, relationships at scale are non-negotiable.
        ▪ This can happen with a Creative mindset, and not at a Reactive mindset.
 	
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What are the development strategies to meet these complexities?
o Build leadership bench strength by scaling assessment and development
o Common development experience and language vertically and horizontally
o Peer Coaching to manage through day to day complexities
o Sustainable development – lasts beyond the duration of the program
o Measurable

In their book, Scaling Leadership, the authors outline Practices that Transform Leadership, which are summarized below.

Six Conditions for Scale are required for scale:
Definition: Scaling Leadership is Creating **the capability and capacity of the organization** to create what matters most.
▪ We will explore each of these conditions briefly:

1- Creative Leadership: Making the fundamental shift from Reactive to **Creative Leadership:**

o Defined by the dimensions at the top of the circle.
o These are motivated by things outside us like passion, purpose, mission... things that are bigger than us.
o Creative leadership creates commitment to the organization and its purpose.
o Creative leadership enables agility, innovation, high performance, and engagement.
o The entire team needs to be in this together. One or two champions alone cannot do it all.

2 - Deep Relationship: (Relating)

o Great leaders foster great relationships, at all levels
  ▪ This includes Self – Self awareness
  ▪ One on one
  ▪ As a member of a team
  ▪ Across the organization overall
o People who work with you know that you care about them, and their well-being.
o They know you have their best interests at heart.
o There is trust and being attentive to each other.
o Teamwork and staff development are priorities.

3 - Radically Human: (Self-Awareness and Authenticity)

- o Being radically human is about being vulnerable and learning out loud.
- o It is being transparent and allowing others to be this way.
- o It allows us to not have all the answers or always be correct (neither of which are possible).
- o It acknowledges and appreciates that we are ALL in a development gap.
- o It is sharing it with others, not hiding from it.
- o It means allowing the needed changes to start with us, seeing ourselves as both part of the problem AND part of the solution.
- o It encourages and allows us to be disrupted, as we then aim to disrupt the organization.

4 - Systems Awareness: (Systems Awareness)

- o Highly creative leaders have to see the Big Picture.
- o The organization's purpose or mission needs to always be punctuated.
- o It requires leaders to adapt as things change.
- o Leaders need to re-design organizations that are optimized for adaptability, innovation and agility.

5 - Purposeful Achievement: (ACHIEVING).

- o Great leaders call us, both individually and collectively. To work towards a higher purpose.
- o They encourage everyone to give towards an energy that is bigger than themselves
- o They create alignment and systems that ensure sustainability and long-term gain.

6 - Generative Tension:

- o Generative tension is the gap between where we are today and where we want to be… between today's actual and the desired future state.
- o It's about us – and our development journey. And about the team or the organization.
- o Great leaders generate this tension at all levels of the organization.

Consultative Selling *(Considerations for corporate (or larger) opportunities*	
*Coaches specialize in developing leaders by focusing on Elevating Leadership Effectiveness. Our clients don't need an assessment; they need **leadership development support** that starts with an assessment.*	*People don't buy because they understand, they buy because they feel understood.*

MEET THEM WHERE THEY ARE.

WHERE ARE THEY?!
1. Listen to the person and the "presenting problem" or opportunity.
   a. See and appreciate this individual (do what we do!)
   b. Ensure they understand you do Leadership Development, not Performance Management.
   c. Confirm understanding of the situation and ask for permission to probe a little further – there is a lot to consider in a coaching relationship.
2. Capture basic context.
   a. Where is the business heading?
   b. What is the Leadership Structure in the organization?
   c. Have you implemented any LD work in the past? If so, what worked? What was mission?
   d. Is there a budget for LD?
3. Carefully dig deeper – know when to say when!
   a. How would you describe the organizational culture?
   b. What's the vision for leadership development within the organization? MAY BE NONE…okay…
   c. What's keeping you and your boss up at night?
      i. Examples? Certain leadership behaviors visible in the rest of the organization…?
   d. What's the level of complexity of the business? How is it growing?
   e. What do you know needs to be done? What if you don't do it?
   f. Are the leaders we are targeting committed – willing to invest time, money and hard work. Plus, be vulnerable with a coach.
   g. What other options are you exploring?
4. Discuss the Leadership Circle Framework and explore initial thoughts on solutions – allow at least ½ of the designated time for this co-creation.
   a. Make it conversational, when possible.
   b. Ask about their timeline & process.
   c. Confirm next steps.