

# LEADERSHIP MASTERY

Accelerating the Power  
of Conscious Leadership

Our business world is volatile, ambiguous and uncertain. This is unprecedented in the history of the world. A recent IBM study of 1500 Global CEOs identified their number one concern as the growing complexity of their environments, with the majority of those CEOs saying that their organizations are not equipped to cope with this complexity.

Leadership has never been so difficult.

**Leadership Mastery: Accelerating the Power of Conscious Leadership** supports leaders to access & embody the underlying paradigm that significantly shifts their 'operating system' or mindset, so that in any given situation, they will be able to:

- **Navigate complexity** to make sound decisions and take right action by using expansive thinking skills to see wider, deeper and further
- **Catalyze action and drive performance** by authentically engaging the minds and hearts of the organization
- **Generate positive impact** by enhancing self awareness and the ability to adjust self imposed limitations

Unlocking and accelerating these powerful mental, emotional and relational capacities will support leaders in driving business performance and creating sustainable organizational vitality, health and results in these challenging times.

Without the ability to see wider, deeper and further, leaders are destined to fall short of:

- **Building and sustaining market share and profitability**
- **Bridging the needs of the business with the needs of employees/customers**
- **Unifying people with a compelling vision**
- **Managing change without significant disruption or resistance**
- **Attracting, engaging and retaining their best people**

Leadership Mastery is a transformative learning process with practical tools to develop self-aware leaders who drive business performance and create sustainable organizational vitality, health and results in these challenging times.

// Our own mental complexity lags behind the complexity of the demands. We are in over our heads. The challenge is often misunderstood as a need to better 'cope with' or 'deal with' complexity. But coping and dealing are insufficient for meeting current complex challenges. We must adapt and evolve. //

– Professor Robert Kegan,  
Harvard University Professor



# THE CONSCIOUS MINDSET

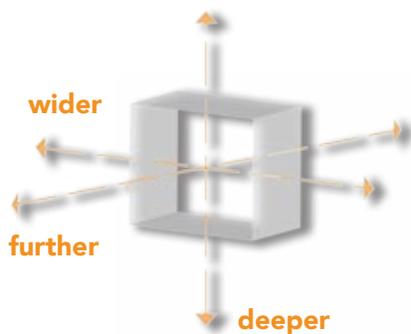
Our mindset determines (and limits) what we are aware of and perceive (what we see or do not see), how we make meaning of our experience and how we feel about that experience.

It shapes strategies, processes, implementation plans, decisions, leadership style, communication patterns, relationships with stakeholders, how well or poorly we model needed behaviors and how gracefully we learn from setbacks. Consciousness determines the results we achieve (or not).

Put simply, our mindset is the primary driver of outcomes. A conscious mindset, when applied to leadership, is the accelerator that differentiates good leaders from great ones.

// When leaders shift to a more expansive way of seeing and being, and learn to dynamically steer, their whole world changes and their organizations rise to a whole new level. The problems that look one way now look very different when viewed through a conscious mindset. With an expanded view, they can more easily see what part they played in creating the very problems they want to change. Such is the path of the conscious leader and it is indeed a road less traveled. //

– Dr Keith Merron





# LEADERSHIP MASTERY

## Accelerating the Power of Conscious Leadership

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### Conscious Leaders



- Thrive in ambiguity and complexity and make exceptional decisions
  - Engage employees through higher emotional & interpersonal intelligence
  - Use skillful means and take timely action, expressing congruence in words, thoughts and behavior
  - Leverage the systems in which they work to achieve better long term outcomes
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### Conscious Teams



- Coordinate action across the organization driving faster execution
  - Address business challenges with clarity and speed
  - Incorporate multiple perspectives and build cross functional alignment resulting in better decision making
  - Engender deeper trust & alignment
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### Conscious Organizations



- Enhance competitive advantage; exceed the demands of current changing business climate
- Attract, develop and retain top talent
- Foster a challenging, generative, supportive and respectful culture
- Consciously embrace the triple bottom line: profit, people and planet

# OVERVIEW

Leadership Mastery is a comprehensive 10 month, multi-disciplined and integrated approach, grounded in best practices in business leadership, cognitive science, neurobiology and organizational and individual psychology.

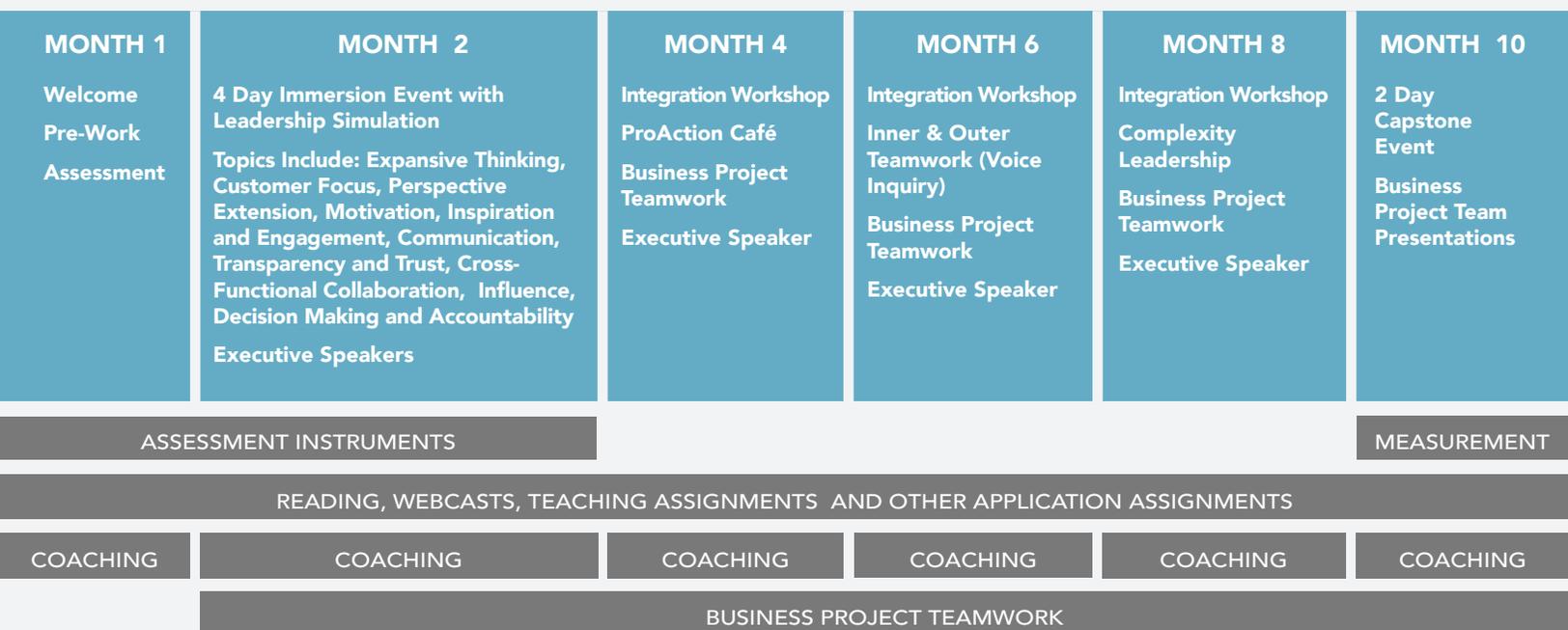
Customized to focus on each company's key competencies and business challenges, a number of learning elements are used including: multiple learning events, a robust and engaging business simulation, assessment instruments and executive coaching. In addition, business project teams are a central focus and vehicle for direct and immediate application of the powerful tools and practices while simultaneously yielding immediate and significant returns to the organization.

## LEARNING OBJECTIVES

### Leaders will have increased ability to:

- Create powerful customer relationships, jointly explore/define customer challenges/goals and craft innovative solutions that exceed expectations
- Utilize expansive thinking skills to seek critical information, draw robust conclusions; strategically explore situations/opportunities wider, deeper and further to make good decisions
- Be more systemic in thinking and acting, make intentional choices; and in more control of the impact they have on others
- Understand and genuinely acknowledge the interests of others; motivate and inspire employees; engage their hearts and minds
- Demonstrate generous listening, particularly in difficult employee and collegial situations; model perspective taking, seeking and co-ordination
- Create a clear business case in the context of a rapidly changing complex business dynamic; support employees to understand the new direction and support the changes
- Create a culture of mutual trust, transparency and accountability
- Initiate and create innovative solutions in the face of constraints; align the organization with solutions that support the interests of multiple stakeholders
- Acknowledge and address self limiting paradigms, beliefs, assumptions and behaviors that create organizational challenges
- Understand personal strengths and disruptive tendencies; identify ways to leverage strengths and reduce the impact of disruptive tendencies

## LEARNING PROCESS



# LEARNING PROCESS ELEMENTS

## **Assessment Instruments**

We will provide assessment instruments as a way for participants, their managers, their coaches and the workshop leaders to understand their areas of strength and areas for development. We will integrate the assessment instruments into the measurement process.

## **4 Day Immersion Event**

The Immersion Event event provides the conceptual and relational foundation for the 10 month learning process. It addresses the majority of the leadership competencies with particular focus on the meta skills and the organizational skills supported by the simulation. The integration of a leadership simulation provides a robust, comprehensive and high energy learning vehicle. It simulates real situations and takes leaders out of their comfort zone so that teaching opportunities for critical skills are abundant.

## **Business Project Teams**

Leaders will be assembled in teams of 5-7 to work on various business challenges currently affecting the company. Teams will use the projects to apply newly developed leadership skills, get coaching and support the success of the company.

## **Integration Workshops**

Over the 10 months, 1-2 day integration workshops will be used to:

- Monitor and support the Business Project Teams
- Reinforce & strengthen the deepest cultural and attitudinal shift over time
- Deepen the skills developed in the immersion event
- Develop new skills to addresses 100% of your company's targeted competency areas
- Integrate the self-directed learning activities

## **Executive Coaching**

Participants will receive 12 hours of coaching from an executive coach.

## **Reading and Application Assignments**

Leaders will complete reading assignments and application assignments that augment event learning and inspire them to fully engage in the learning process before, during and after each workshop event.

## **Webcasts**

Customized web-casts will be created and implemented throughout the 10 month process.

## **Teaching Assignments**

When adults are required to teach a concept or skill to others, it exponentially increases their facility with that concept or skill. As part of the learning process, we will design and implement one to two specific activities that require the participant to select and teach key models or tools to employees.

## **Measurement**

We will select and implement a streamlined measurement process that:

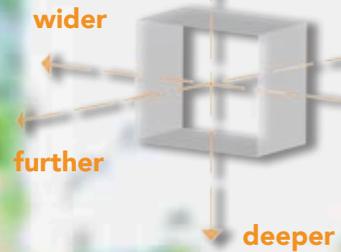
- Is linked to your organization's key initiatives
- Explicitly uses metrics that are significant for your company at this time
- Is aligned with the depth and breadth of your measurement interests

## **Additional/Optional Paradigm Shifting Experiences**

- Visits to other businesses to network and explore best practices of conscious organizations
- Projects with non-profits to explicitly practice conscious teamwork
- Vision quest to deepen self insight

# LEADERSHIP MASTERY IMMERSION EVENT

| DAY 1 AM  | DAY 2 AM  | DAY 3 AM  | DAY 4 AM  |
|---|---|---|---|
| <p><b>Welcome and Overview</b></p> <ul style="list-style-type: none"> <li>Company executive welcome and context</li> <li>Conscious mindset overview</li> <li>Ice-breaker exercise</li> <li>Objectives, expectations, introductions &amp; agenda</li> </ul> <p><b>Simulation Introduction</b></p> <p><b>Agreement Building</b></p> <ul style="list-style-type: none"> <li>Skill review</li> <li>Application exercise</li> </ul> <p><b>Customer Solutions</b></p> <ul style="list-style-type: none"> <li>Best practices Customer solution orientation</li> <li>Application exercise</li> <li>Q1 simulation with focus on customer solutions</li> </ul> <p><b>Expansive Thinking</b></p> <ul style="list-style-type: none"> <li>Define and exemplify expansive thinking skills</li> <li>Application exercise in trios using their individual company challenges</li> <li>Group application exercise</li> </ul> <p><b>Self Insight</b></p> <ul style="list-style-type: none"> <li>Introduction and definition</li> <li>Inner landscape (SIFT)</li> <li>Frontal ego self and deeper essential self</li> <li>Review homework assignment</li> </ul> <p><b>Close</b></p> <ul style="list-style-type: none"> <li>Homework</li> <li>Evaluate the day</li> </ul> <p><b>Dinner and Activity</b></p> | <p><b>Welcome Back</b></p> <ul style="list-style-type: none"> <li>Evening highlights, &amp; logistics</li> <li>Empowerment triangle: victim, perpetrator, rescuer to creator, challenger, coach</li> </ul> <p><b>Generous Communication</b></p> <ul style="list-style-type: none"> <li>Introduction and attitude</li> <li>Executive communication skill review</li> <li>Application exercise</li> </ul> <p><b>Customer Solutions: Q1 Results</b></p> <ul style="list-style-type: none"> <li>Focus on: integrating customer perspectives, communicating to employees, business impact of decisions</li> </ul> <p><b>Feedback</b></p> <ul style="list-style-type: none"> <li>Tips for effective feedback (creator/challenger/coach)</li> <li>Application exercise</li> </ul> <p><b>Accountability</b></p> <ul style="list-style-type: none"> <li>Accountability through the 4 quadrant leadership lens</li> <li>Dialogue and application exercise</li> <li>Q2 simulation with focus on expansive thinking, generous communication and accountability</li> </ul> <p><b>Perspective Extension</b></p> <ul style="list-style-type: none"> <li>Perspective taking, seeking and coordination</li> <li>Homework review</li> </ul> <p><b>Self Insight</b></p> <ul style="list-style-type: none"> <li>Managing shadow and competing commitments</li> <li>Application activity</li> </ul> <p><b>Close</b></p> <ul style="list-style-type: none"> <li>Homework</li> <li>Evaluate the day</li> </ul> | <p><b>Welcome Back</b></p> <ul style="list-style-type: none"> <li>Evening highlights &amp; logistics</li> <li>Self insight activity</li> </ul> <p><b>Expansive Thinking: Polarity Integration</b></p> <ul style="list-style-type: none"> <li>Define and exemplify polarity integration</li> <li>Conduct application practice using a case from the company</li> </ul> <p><b>Cross Organizational Collaboration and Polarity Integration</b></p> <ul style="list-style-type: none"> <li>Ego-, ethno-, world-centric perspectives</li> <li>Cross organizational collaboration through the four quadrant leadership lens</li> <li>Business case exercise</li> </ul> <p><b>Self Insight: The Revolution in Neuroscience</b></p> <ul style="list-style-type: none"> <li>Neuro-science 101: the limbic system, prefrontal cortex and neuro-regeneration</li> <li>Taming the amygdala</li> <li>Leadership practice: the positive narrative</li> <li>Physical intelligence and resilience: diet, vitamins, exercise and relationships</li> </ul> <p><b>Accountability: Q2 Results</b></p> <ul style="list-style-type: none"> <li>Cause and effect of decisions</li> <li>Dynamic steering (current reality &amp; next workable step: short cycles of take action)</li> </ul> <p><b>Values:</b></p> <ul style="list-style-type: none"> <li>What are my core values? What am I committed to?</li> <li>What are organizations values?</li> <li>Internal/External Coherence?</li> <li>Wake I leave behind?</li> </ul> <p><b>Close</b></p> <ul style="list-style-type: none"> <li>Homework</li> <li>Evaluate the day</li> </ul> | <p><b>Welcome Back</b></p> <ul style="list-style-type: none"> <li>Evening highlights &amp; logistics</li> </ul> <p><b>Transparency and Trust</b></p> <ul style="list-style-type: none"> <li>Speech acts: requests, offers and promises</li> <li>Transparency and trust through the four quadrant leadership lens</li> <li>Interactive dialog about transparency and trust in their company</li> <li>Dynamic of transparency and trust in the simulation</li> <li>Q3 simulation with focus on transparency and trust</li> </ul> <p><b>Lunch &amp; Team Feedback</b></p> <ul style="list-style-type: none"> <li>Team feedback</li> <li>Link to core values &amp; commitments</li> <li>Peer coaching assigned</li> </ul> <p><b>Business Project Team Launch</b></p> <ul style="list-style-type: none"> <li>Team chartering: shared vision, purpose and objectives, roles (leader, team member, sponsor, coach, etc.), key milestones, draft project plan and working agreements</li> </ul> <p><b>Integration</b></p> <ul style="list-style-type: none"> <li>Cumulative results: impact of decisions, trust, transparency, employee motivation, inspiration and engagement</li> <li>Top 5-6 learnings about leadership; individual leadership commitments</li> <li>Coaching conversations/ powerful questions</li> <li>Sustaining new behaviors and practices; breaking habits</li> </ul> <p><b>Close</b></p> <ul style="list-style-type: none"> <li>Next Steps</li> <li>Acknowledgements: practice of ongoing regard</li> <li>Overall workshop evaluation</li> </ul> |



# CUSTOMIZATION

**Leadership Mastery: Accelerating the Power of Conscious Leadership** can be tailored to any client culture, utilizing specific organizational business challenges, vision, values, strategic objectives and leadership competencies. In addition, the program elements will be aligned to and embedded into any system or process that would enhance the relevance and long-term success.

Please visit our website:  
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Or contact Marybeth Tahar  
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# WORKSHOP LEADERS

**Mastery Squared LLC** offers this transformative leadership experience for their clients. Exclusively comprised of senior level, highly skilled and accomplished organizational consultants and coaches, we offer proven track records and exceptional results.

