



THE STRATEGIC LEADERSHIP MASTERY PROCESS™

An Overview for a Pharma Company Client

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LEADERSHIP CHALLENGE:

“THE DEMAND OF WORK DOES NOT REQUIRE THAT A NEW SET OF SKILLS BE ‘PUT IN’ BUT THAT A NEW THRESHOLD OF CONSCIOUSNESS BE REACHED.”

—ROBERT KEGAN

HARVARD GRADUATE SCHOOL OF EDUCATION

LEADERSHIP RESOURCE GROUP, INC

- Consulting firm specializing in senior leader development and executive coaching
- Proven track record in developing strategic leaders and executive teams who get extraordinary results
- Customized approach to each client's unique, real-time business challenges
- Client base: Executive teams in respected Fortune 500 and top-tier professional service firms

STRATEGIC LEADERSHIP MASTERY PROCESSSM

History and Foundations in Organization Development

- Ongoing study of best practices – identified what really adds value and creates the conditions for real transformation
- Integrates the work of thought leaders from a variety of perspectives; Management, I/O Psychology, OD/OB, and systems theory:
 - System perspective: organizations as complex social system
 - Organizational learning approach: group and individual
 - Participative design principles: shared ownership and ideal-seeking
 - Balance human, techno-structural and economic concerns
 - Transformational change: working with core beliefs and assumptions at the individual and/or organizational levels

CORE COMPONENTS: STRATEGIC LEADERSHIP MASTERY PROCESSSM



Comprehensive Assessment

A battery of proven tools. Organization, business unit, team and individual



Leadership Action-Learning Sessions

Multiple methods. Integrated, pragmatic application of ideas from leading thinkers



Confidential, Ongoing, One-on-One Coaching

Results-driven support for real transformation



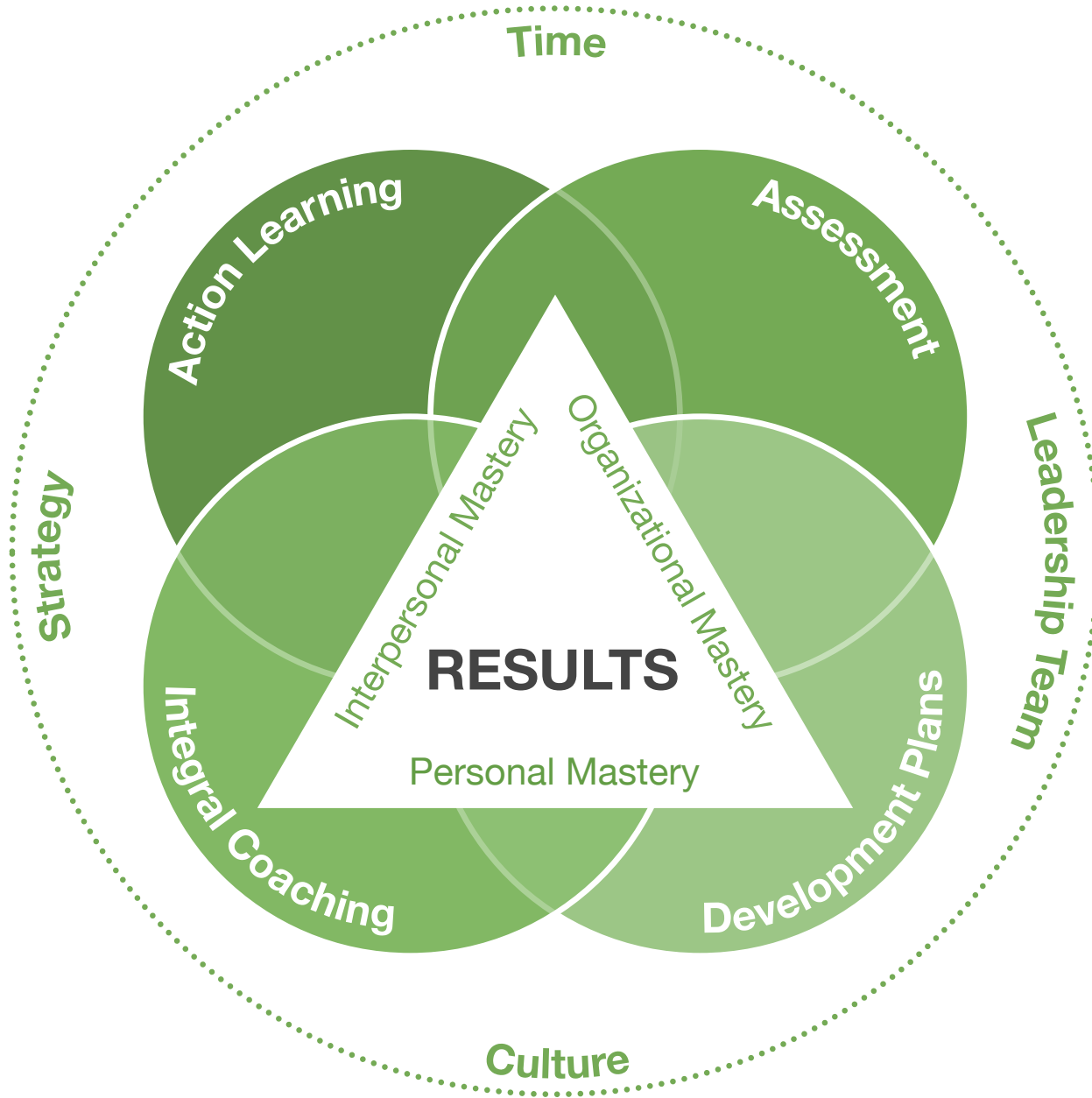
Customized Development Plans

Linked to performance. Specific goals and action plans - proven development strategies

THREE INTERDEPENDENT DIMENSIONS

- **Personal Mastery** – the cornerstone
 - Personal vision and purpose, self-management and balance
- **Interpersonal Mastery** – applied emotional intelligence
 - Communication, influence, conflict, negotiation and coaching
- **Organizational Mastery** – working with complex human systems
 - Use of self, power, politics, group dynamics, leading teams, managing change

External Environment



External Environment

THE STRATEGIC LEADERSHIP MASTERY PROCESS



■ FOUR CORE COMPONENTS



**Comprehensive
Assessment**



Leadership Action-
Learning Sessions



Confidential,
Ongoing, One-
on-One Coaching



Customized
Development Plans

■ COMPREHENSIVE ASSESSMENT

- Organization, team and individual
- A battery of tools from different perspectives:
 - Problem-solving and communication styles
 - Leadership style flexibility
 - Stress reactions and back-up styles
 - Emotional Intelligence
 - Motivation, conflict, power strategies, etc.
 - Structure of Interpretation
- Normative comparisons and group profiles
- Ongoing assessment in individual coaching sessions
- Defines desired results and helps measure progress

■ FOUR CORE COMPONENTS



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Customized
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OVERVIEW: AN ACTION LEARNING SESSION

- Temperature reading and centering exercise
- Presentation/discussion of a respected thought leader content or a proven leadership model/tool
- Links to prior and future sessions
- Practical application of the concepts to real-world team issue, a best practice case study, a simulation or a skill practice session
- Change partner session focused on application
- Q&A
- Follow-up in individual coaching sessions

STRATEGIC LEADERSHIP MASTERY PROCESSSM SAMPLE COMPETENCY AREAS[©]

Personal Mastery	Interpersonal Mastery	Organizational Mastery
Purpose & Mission	Engaging Others	Systems Thinking
Self Awareness	Communication and Influence Strategies	Strategic Change Management
Self Responsibility & Management	Conflict Management	Leading High Performance Executive Teams
Flexibility and Creativity	Performance Coaching	Group Dynamics and Decision Making
Career Management	Developing Capability	Power, Politics & Organizational Awareness

Emotional Intelligence

Strategic Focus and Results Orientation

■ FOUR CORE COMPONENTS



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Assessment



Leadership Action-
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on-One Coaching**



Customized
Development Plans

THE PREMISE OF COACHING

James Flaherty – New Ventures West

Structure of Interpretation

Behavior

Results

Language

Models
Ideas
Distinctions
Insight

Practices

Reflection
Action
Experience
Embodiment

The coach intervenes by introducing new language and practices in an integral manner.

INTEGRAL COACHING MODEL

Four Quadrant Model – Realms Of Reality

3. Culture & Relationship

- Language
- Network of Relationships
- Competent Support
- Personal and Organizational Culture

1. Individual Experience & Consciousness

- Inner experience
- Thoughts / ambitions
- Feelings / emotions
- Mood / Self-Image

4. Environment

- Physical world
- Physical laws
- Technology
- Space

2. Body & Behavior

- Body chemistry
- Physiology and health
- Behavior / addictive routines
- Stress management

COACHING OUTCOMES

- Develops the person and resolves the issue
- Develops competence from the inside-out, not by rearranging the carrots and sticks
- Leaders become more self-correcting and more self-generating; take charge of their own learning
- Builds long-term, excellent performance
- Increased leadership capacity improves the performance of all associates and drives exponential increases in competitive advantage

■ FOUR CORE COMPONENTS



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**Customized
Development Plans**

■ DEVELOPMENT PLANNING

- Analyze overall strengths and areas for development
- Synthesize assessment data, identify leverage points
- Set clear, measurable goals and expected outcomes
- Build on strengths – avoid exclusive focus on deficits
- Develop action plans using proven development strategies
- Create strategies for potential performance “breakdowns”
- Build capacity for active learning and self-direction
- Tied to organizational accountability and reward systems

■ CONCLUSION: WHY IT WORKS

- Results-oriented & linked to real business challenges
- Custom tailored to the environment, the development level of the team and each individual – avoids “sheep dip” effect
- Parallel development: individual and organization
- An integral approach – considers the whole person
- Sustained focus with accountability over time
- Proven and pragmatic assessment tools
- Leading-edge content from thought leaders
- An organizational learning approach: systems thinking, team learning, mental models, shared vision and personal mastery

CONCLUSION: WHY IT WORKS

- Multiple learning strategies with variety and depth
 - Action learning format – moving insights to action
 - Group discussion and application cases, “real plays”
 - Change partners and internal networks
 - Limited, carefully selected reading
 - Individual reflection and journaling
- Development plans linked to performance management & reward systems
- Focus on advancement – 2 levels above
- Participants learn to drive their own development
 - On-going, self-observation and continuous improvement
 - Develop new perspectives and on-the-job practices
 - Anticipate and plan for performance “breakdowns”

DIG DEEPER.
CLIMB HIGHER.



Leadership Resource Group



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