

Transformational Leadership: Leading Through the Gap™

Teams built on a strong foundation of trust provide the ultimate competitive advantage. **Transformational Leadership: Leading Through the Gap™** facilitates the shift from an environment of blame to one of trust. Participants embrace the mantra: **everyone is 100% responsible and no one is to blame**; creating a positive flow of energy. This shift unleashes the human spirit, expands individual capacity, and enhances the potential for teams and organizations to achieve new levels of productivity.

Everyone benefits when people are encouraged, supported, and stimulated to be the best they can be. Fully engaged team members, given effective tools and supports, will become *knowledge creators*, embracing the power of a learning culture. The best teams are those within which every individual is engaged in work processes and is acknowledged for their valuable input. Participants are encouraged to see beyond the first solution and to seek the best answer to any challenge they face.

With this program, your leadership team will build the capacity to create what never existed before. This transformation cannot happen without a special kind of culture, one that encourages brave new solutions to emerging challenges. Essential for releasing this higher potential is a leadership style that allows for self-motivated learning and focuses on bringing out the best in every team member. **Transformational Leadership** is the vehicle that unlocks individual and team potential to unleash creativity and productivity. **Leading Through the Gap™** ensures leaders increase their capacity to cope with ambiguity and lead both themselves and their teams through the gap that exists between where they are and where they want to be.

“Leadership is not defined by the exercise of power, but by the capacity to increase the sense of power among those who are led. The most essential work of the leader is to create more leaders.”

Mary Parker-Follett

TRANSFORMATIONAL LEADERSHIP

What is it?

Transformational leadership is a leadership style that creates valuable and positive change in followers. A transformational leader focuses on "transforming" others to help each other, to take care of each other, to be encouraging and harmonious, and to look out for the organization as a whole. A transformational leader enhances the motivation, morale, and performance of every member of the team.

Transformational leadership creates conditions wherein follower engagement results in higher levels of motivation. These leaders appeal to the higher ideals and values of followers; they encourage collaboration rather than working as individuals (and potentially competitively, with one another).

Why is it important?

Organizations with senior managers who are perceived as transformational leaders—characterised as visionary, enthusiastic, encouraging constructive criticism, and showing genuine concern for others—are significantly more effective than those who influence and control performance through the application of structures, rules and rewards. Transformational leaders have a strong impact on individual, team and organisational performance; they develop their people; they are seen as more effective and satisfying to work for; and they produce performance beyond expectations all round. These findings have emerged from research into both private and public sector organizations, ranging from financial services, IT and communication companies, to healthcare and education organizations.

Professor Beverley Alimo-Metcalfe

Transformational leadership eliminates the artificial barrier that exists between the things people care about at the office and the things they care about as human beings (Hargrove, 1995). It inspires people to invest in and co-create organizations they believe in, workplaces where they produce extraordinary results with enthusiasm. Such organizational cultures create a positive impact on the bottom line because they allow everyone to make a difference.

“People should not trade their aliveness to earn a living.”

Robert Hargrove

How to master it

“Leadership skills, like management skills, can be learned and improved. However, learning new leadership techniques requires current dissatisfaction with the status quo, as well as a belief and acceptance that one’s leadership could be improved.”

Farr Associates

Transformational Leadership: Leading Through the Gap™ is an intensive, highly experiential process designed to increase self understanding, tap into individual passion, ignite the pursuit of personal mastery to create a culture of learning.

“In the deepest sense, the distinction between leaders and followers is meaningless, in every moment of life, we are simultaneously leading and following, everyone is a born leader.”

Dee Hock

Transformational leaders identify themselves as agents of change. They are courageous visionaries who believe in people. They are lifelong learners driven by passion; they lead in a way that inspires others to do the same.

Transformational Leadership: Leading Through the Gap™ creates an environment wherein individual leadership capacity develops through a focus on five major areas:

1. Team Development

Loaded with opportunities to experience deep personal insight, the team development component facilitates increased self-understanding, develops interpersonal skills, and boosts confidence. Team members take a more active, non-adversarial approach to decision making, conflict resolution, and achieving team goals and initiatives.

The program’s tools are targeted, measurable, proven, and effective. They act as a catalyst to speed up the natural team building process. During the initial three-day experience, team members reflect, refocus, and develop new self-leadership skills. They learn about team dynamics, how to be *in* while *leading* a team. Participants acknowledge the challenges they face and then move forward as a unified force. Participants experience, first hand, how open and trustful relationships can improve their ability to relate and

communicate. They begin to understand that open and effective communication creates a culture of personal responsibility and accountability, simplifies interactions, and increases productivity.

2. Personal Mastery: Leading through the Gap™

Essential for leadership, personal mastery is a process of shifting one's relationship to the world from reactive (the world is happening to me) to creative (I create my future) to interdependent (I am part of a greater whole). Between each of these stages is a gap, it is in this gap that leaders can tap into their own capacity to change and create conditions within which their team can tap into their own gap and move from where they are to where they want to be. Opportunities for increasing mastery through reflection, awareness, responsibility and moving to new action are woven through the entire process. Mastery never ends, however there are methods to increase mastery and integrate the tools to become a way of leading the self and others.

Leadership is not about making better people of others; it is about making a better person of one's self (Hock, 1999). Integral to personal mastery is the ability to be patient with one's own evolution and that of others. Patience includes allowing others to grow at their own pace.

3. Passion: Inspiring Shared Vision

Passion gives birth to vision and vision is the evolving expression of the heart. Powerful vision draws teams toward the pursuit of a better future. Vision is fundamental for leadership, and it must be strong enough to inspire the hearts of many to achieve what they once believed to be impossible. Participants are first invited to clearly articulate their own passions and values thus leading to increased awareness and align with corporate visions, values and goals. Once they are clear, they create a space for their teams to do the same, both as individuals and as a unit striving toward vision.

Passion ignites the will, energizes the emotions, and set people in motion in the pursuit of one's higher purpose, even and especially in the face of stress, strain and suffering. Passion born of noble purpose is the first quality of a leader, the primal source of sustained, effective leadership. For, the primary and foundational obligation of the leaders is to first identify and sustain his or her passion, then to ignite it in others. Where nothing is felt, nothing matters....The leader's fundamental act is to induce people to be aware or conscious of what

they feel—to feel their true needs so strongly, to define their values so meaningfully, that they can be moved to purposeful action.

James MacGregor Burns

4. Coaching for Leadership

Coaching is a way of leading and communicating that fosters an organizational culture of learning. Effective coaching can significantly increase motivation, energy, trust, and individual satisfaction within teams and organizations, thereby positively impacting organizational performance. Participants practice key coaching skills and are then supported as they use these skills with their teams. Coaching for leadership creates conditions where individuals learn how to ‘think’ in order to generate create solutions to their own challenges and achievement of team goals.

5. Resilience

The highest form of creativity depends on a rhythmic movement between engagement and disengagement, thinking and letting go, activity and rest. Creating an environment of learning, pushing people to develop their ability to think and solve problems requires a great deal of energy. The consequences of insufficient mental recovery leads to increased mistakes and lower creativity. Participants will learn to integrate rituals of recovery into their day, to generate the highest levels of creativity in themselves and their teams. Increasing resilience requires an understanding of how the brain works, how it responds to stress and how to create opportunities for creativity and flow.

Personal practice and experience

Over a period of six to nine months, participants have many opportunities to practice using the tools and the concepts. During the team training sessions, participants gain experience while developing new skills. Personal coaching support helps them assimilate the skills and experience.

This is a highly experiential process. The focus is on skill development. Through an enjoyable learning model called “*show you know*”, participants experience cognitive learning, experiential learning, feedback from their peers, practice, and personal reflection. They are supported by their coach as they apply their learning. Repetition is the motor of learning; concepts are presented with multiple opportunities for practice. As the program unfolds, each group session presents new levels of learning.

Based on a catalytic model, the personal coaching component of the program facilitates forward movement and growth. It blends the training sessions with day-to-day support. This approach takes intellectual knowledge to the level of personally experienced and developed skills.

Program Overview

Transformational Leadership: Leading Through the Gap™ is intensive. It consists of ten days of team sessions accompanied by personal coaching between group sessions. Ideally, the program takes six to nine months. An initial three-day session initiates the process of deep team bonding and establishes a trusting environment. This sets the foundation for the subsequent skill building components. Then, at some point during the following four to six weeks, a two-day follow-up session encourages forward momentum. Two more two-day sessions during the contract period, along with a final one-day session, ensure ongoing application of the tools and solidify growth. These two-day sessions maximize the flow and integration of the learning.

We respect and recognize that all groups develop at a different pace. The initial five days are a guideline. If the group requires more time, we adjust the schedule accordingly. As the group moves through the team-building process, we cannot rush the integration of the concepts. Therefore, we design the remainder of the program to take place over a period of six to nine months, with individual coaching between team sessions.

The following outlines the content of the program; detailed information is available upon request.

Days 1-5

- Initiating the environment of personal and group **openness**, personal **accountability**, and **responsibility**
- Understanding how to quickly establish and maintain **trust** among team members
- Exploring **mindset**. Our talents and abilities are important; however, it is essential to discover how we approach our learning. We explore the consequences of thinking that intelligence and personality are dynamic, as opposed to being fixed and deep-seated (Dweck, 2006).
- **The Human Element® Behaviour Preferences model**: Working with this model to understand behaviour preferences and to identify potential conflicts in relationships
- **Team Compatibility Index (TCI)**: TCI measures **interdependence**, **centrality of relationships**, and **compatibility of partners in specific roles**. We measure and develop TCI to facilitate increased effectiveness of the team as a whole. We measure baseline team capacity at the start and measure again at the final session to provide an accurate measurement of progress. The TCI is used with highly interdependent teams; this can be determined with further discussion.
- **Active Listening**, a fundamental skill for a coaching leader and essential for conflict resolution
- **Passion and Value Alignment**, a powerful experience of self-discovery that lays the foundation for personal mastery, getting clarity on values, and visioning and gaining internal alignment with corporate vision, values and strategic plans.
- **Coaching for Leadership**: Introduction to a process that ensures continued growth and improvement
- **Interest Based Conflict Resolution**: Practical application of the Harvard developed process in combination with **The Ultimate Team Builder™ People Process**
- **Personal coaching**

Days 6-10

During the remaining sessions, we maintain the focus on team development, skill building in conflict resolution, and individual and paired work. These sessions address the specific needs that may have arisen within the team.

“Change is a process, not an event.”

Integrated and implicit effects of personal and team development

Creativity, innovative focus, and individual flexibility, all aspects of personal and organizational understanding, increase as trust and mutual understanding grows. All members of the professional team experience a significant degree of gratification with regard to their personal growth.

Implementation

The program, extending over a six to nine month period, involves **10 team-training days** and a minimum of **10 personal coaching sessions** for each participant. The coaching sessions can be face to face or by telephone, and include **unlimited e-mail support**. Upon your commitment to the program, we book the 10 training days, including the initial three-day, retreat-style session, the two-day follow-up session, and the remaining sessions. Establishing the schedule at the start allows participants to confirm dates in their schedule. The schedule is negotiable and can be adapted to meet your specific scheduling needs. If participants required adjustments during the program, we will work together on scheduling solutions.

Sample Training Schedule (9 months)

Month	October	November	Dec.	Jan.	Feb.	March	Apr.	May	June
Group sessions	3 days	2 days		2 days			2 days		1 day
TCI	X								X
Personal Coaching	X	X	X	X	X	X	X	X	X

Investment

Customized quote available once participant numbers are clarified.

For more information, contact:
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