Transformational Leadership

OVERVIEW:

Transformation occurs by applying the Solutions Zone Model of leadership. It is an integrated model and training program that teaches a methodology and principles that leaders can use to consistently produce transformational results. Its overall focus is on teaching leaders to co-create positive solutions instead of fixing problems:

- Build on the strengths of the organization, business unit, team and individuals
- Leverage cross-functional synergies and differences
- Deal with conflict in a constructive, productive and pro-active manner
- Attack problems in a way that builds toward shared goals
- Create trust, accountability and commitment among team members
- Collaborative . . .

CONTENT:

The program can be used in individual coaching, team building or conflict management sessions as well as for organizational strategic planning and problem solving meetings. It can be customized based on the needs of the participants. Representative modules include:

- *Solutions Model*: Explanation of concepts of collaboration, compromise and criticism when used above-, on- and below-the-line respectively. Discussion and practice of ways to move from fixing problems within a negative context below-the-line or conflict on-the-line to co-creation of solutions, shared processes and vision above-the-line. These themes are used throughout the other competency building modules.
- *Assessments*: Use of self-assessments and multi-rater feedback to create better self-understanding, team awareness and appreciation for diversity. Emphasis is on strengths to leverage and data gathering to use in personal and/or team development. Information gathered through the assessments will be applied and integrated into the other modules.
- *Emotional Intelligence*: Application of the principles of Self-Awareness, Self-Management, Social-Awareness and Relationship Management to Above-the-Line leadership. Segments will include identifying and leveraging strengths of self and others; learning to give feedback, actively listen and dialog; and a consensus activity.
- *Dialogue*: Techniques to practice inquiry, active listening, suspending judgment, creating synthesis and synergy from differences. Work actual examples from the participants' organization or team.
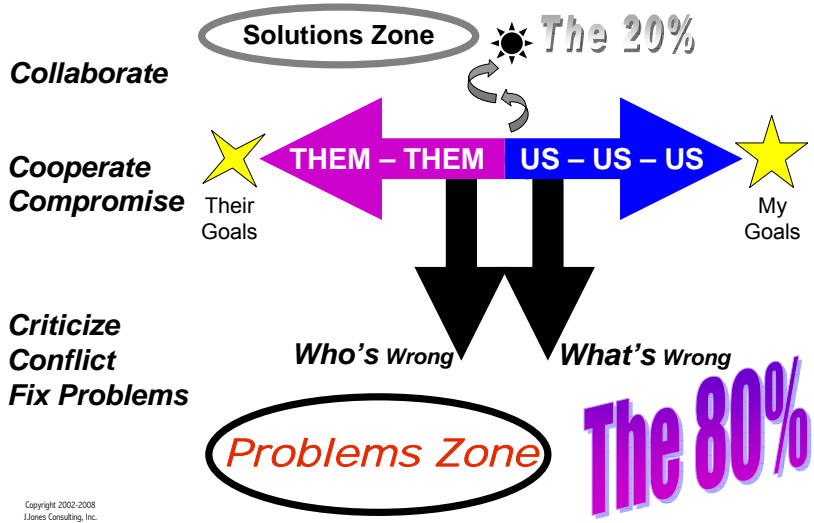
- **Appreciative Leadership**: Exercise to solve a real problem, plan a project or conduct longer-term strategic planning using the steps of discovery, dream, design and destiny from Appreciative Inquiry. Participants go through a process of identifying strengths and the group's positive core, creating a shared vision that incorporates everyone's perspective, identifying the tactics needed to achieve the vision and creating a project plan for implementation. The principles of positive questioning will be leveraged to co-create a future that none had considered prior to starting the process.
- **Team Building**:   Team functioning assessment tool and exercises to learn to trust, dialogue, commit, share accountability and create results. Through a series of interactive activities and discussions, the team will create an action plan and make commitments to build its level of functioning.
- *Conflict Management*: Taking a polarity or duality model of differences and opposites into a whole different approach of understanding different perspectives, combining to form a synergy that builds on the best of both and creating solutions that address both sides as well as create a new and different solution. Instead of "managing" conflict, participants learn to jointly create new and different outcomes in an active, positive way.
- *Visual Explorer*: Sharing of a tool for making sense of complex organizational challenges through the use of creative dialogue. Exercises to teach individuals and groups to develop a new set of competencies that include paying attention, personalizing, imaging, serious play, collaborative inquiry, and crafting a new, elevated, understanding, approach or solution above-the-line. The process engages intuitions and emotions along with rational and analytical thought to move from chaos and complexity to sensible shared action.

RESULTS:

- High functioning leaders that consistently produce results
- Cross-functional solutions
- Buy-in and accountability for both process and results
- Increased productivity and competitiveness since plans actually get implemented
- Increased morale and retention from collaborative process
- Positive results created rather than just fixing problems

Traditional Leadership Model

Solutions Zone ☼ *The 20%*

Collaborate

Cooperate
Compromise   ★ Their Goals   ◄ THEM – THEM | US – US – US ►   ★ My Goals

Criticize
Conflict
Fix Problems   Who's *Wrong*   What's *Wrong*

Problems Zone   *The 80%*

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Solutions-Oriented Leadership Model

Solutions Zone   ☼   *The 80%*

OURS

WE

Collaborate
Co-Create
New Stories   WE   WE   WE   WE

THEM

Cooperate
Compromise   ★ Their Goals   US   THEM   US   ★ My Goals

NO Blame

Critique

Fix Problems
Old Stories   **Problems Zone**   *The 20%*

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