Integral Leadership Dynamics

EXPANSIVE AND AGILE LEADERSHIP

OUR APPROACH TO LEADERSHIP AGILITY AND VERTICAL DEVELOPMENT

Leaders and managers living through a global pandemic do not need to be reminded that we live in a world of constant change and deepening complexity. Every year, new technologies, markets, and competitors emerge at an ever increasing pace.

As change accelerates, so do novelty and uncertainty. Future threats and opportunities become harder to predict.

We also live in an increasingly complex, interconnected world, where quality attention to internal and external customers, strategic allies, and other stakeholders is essential for business success.

THE NEED FOR EXPANSIVE AND AGILE LEADERSHIP DEVELOPMENT

While specific future developments are increasingly difficult to predict, there are two deep trends we can predict with great certainty:

1. The pace of change will continue to increase.
2. The level of complexity and interdependence will continue to grow.

For over a decade, organizational change experts, acutely aware of these powerful trends, have been talking about the need to develop "agile" companies — organizations that anticipate and respond rapidly to changing conditions by leveraging highly productive internal and external relationships.

To enjoy sustained success, companies need to develop a level of organizational agility that matches the increasing level of change and complexity in their business environment.

Yet, for the majority of companies,full-fledged strategic and operational agility is still more an aspiration than a reality.

One of the major reasons for this continuing "**agility gap**" is the need to develop more agile leaders. To develop teams and organizations, with the level of agility demanded by today's turbulent business environment, companies need leaders who embody a corresponding level of agility.

It's no wonder, then, that senior executives have ranked agility among the most critical leadership competencies needed in their companies today.

What is Expansive Leadership? In essence, it's the ability to lead effectively under conditions of rapid change and mounting complexity. Because these trends affect all managerial levels, this is a competency that's increasingly needed not just in the executive suite but throughout the organization.

Our hope is that you will find this information useful and that we can find an opportunity to explore what is possible and how we may support your leaders in these turbulent times. We look forward to building partnership with you, should you choose…

"As I have developed as a leader I have come to realise that my main role is to create the context for people to do far more than they thought was possible."

Jim Whitehurst
President IBM

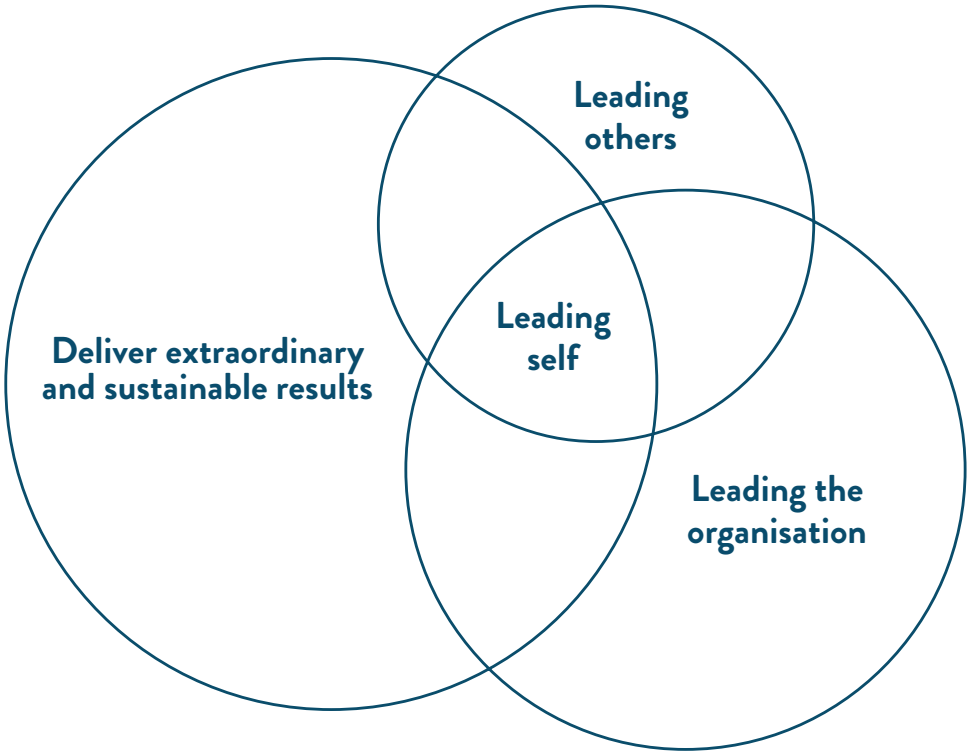
THE NEED FOR EXPANSIVE AND AGILE LEADERSHIP DEVELOPMENT

KEY EXPANSION POINT

In order to effectively make the expansion from managing to leading, your leaders need to develop several capacities and skills.

They will also need to adopt a new set of practices, habits and behaviours to make the shifts required to embed the new identity they are creating.

DEVELOPING LEADERS IN FOUR AREAS



Our purpose is to positively influence the quality of leadership in the world by shining light where it is needed.

We support leaders to become self aware, authentic and influential in their leadership.

They become experts in leading others through the quality of their conversations and focusing on the culture they want to foster.

Leaders need to balance many stakeholder relationships in leading their organisation and teams.

Leaders develop the capacity to deliver extraordinary and sustainable results by attending to all of these areas.

LEADERSHIP AGILITY

THREE LEVELS OF LEADERSHIP AGILITY

In their best selling book, Leadership Agility, Bill Joiner and Stephen Josephs propose that there are three main types of leaders in the business world today.

The extensively researched book, shows that managers grow through multiple stages in developing their agility. The chart opposite presents abbreviated profiles of how leaders and managers at three levels of agility or development conduct themselves in:

- Pivotal Conversations
- Leading Teams
- Leading Organizational Change

LEVEL OF AGILITY OR DEVELOPMENT	EXPERT LEADERS 45%	ACHIEVER LEADERS 35%	CATALYST LEADERS 10%
ORIENTATION	Tactical, Problem-Solving Orientation	Strategic, Outcome Orientation	Visionary, Facilitative Orientation
LEADERSHIP ASSUMPTIONS	• Leaders are respected and followed by others because of their authority and expertise.	• Leaders motivate others by making it challenging and satisfying to contribute to broader objectives.	• Leaders articulate an inspiring vision and bring together the right people to bring it to reality. • Leaders empower people and actively facilitate their development.
PIVOTAL CONVERSATIONS	• Style is either to strongly assert opinions or hold back to accommodate others. • May swing from one style to the other, particularly for different relationships. • Tends to avoid giving or requesting feedback.	• Primarily assertive or accommodative with some ability to compensate with the less preferred style. • Will accept or even initiate feedback, if helpful in achieving desired outcomes.	• Adept at balancing assertive and accommodative styles as needed in particular situations. • Likely to reflect on one's own underlying assumptions. • Genuinely interested in learning from diverse viewpoints. • Proactive in seeking and utilizing feedback.
LEADING TEAMS	• More of a supervisor than a manager. • Creates a group of individuals rather than a team. • Work with direct reports is primarily one-to-one. • Too caught up in the details of own work to lead in a strategic manner.	• Operates like a full-fledged manager. • Meetings to discuss important strategic or organizational issues are often orches-trated to gain buy-in.	• Intent upon creating a highly participative team. • Acts as a team leader and facilitator. • Models and seeks open exchange of views on difficult issues. • Empowers direct reports and uses team development as a vehicle for leadership development.
LEADING ORGANIZATIONAL CHANGE	• Organizational initiatives focus primarily on incremental improvements inside unit boundaries with little attention to stakeholders.	• Organizational initiatives include analysis of the external environment. • Strategies to gain stakeholder buy-in range from one-way communication to soliciting input.	• Organizational initiatives often include the development of a culture that promotes teamwork, participation and empowerment. • Pro-active engagement with diverse stakeholders reflects belief that input increases the quality of decisions, not just buy-in.

The Expert is best suited for relatively stable environments with low complexity.

The Achiever works well in environments with moderate complexity and episodic change.

The Catalyst is the most effective for today's rapidly changing, highly complex environment.

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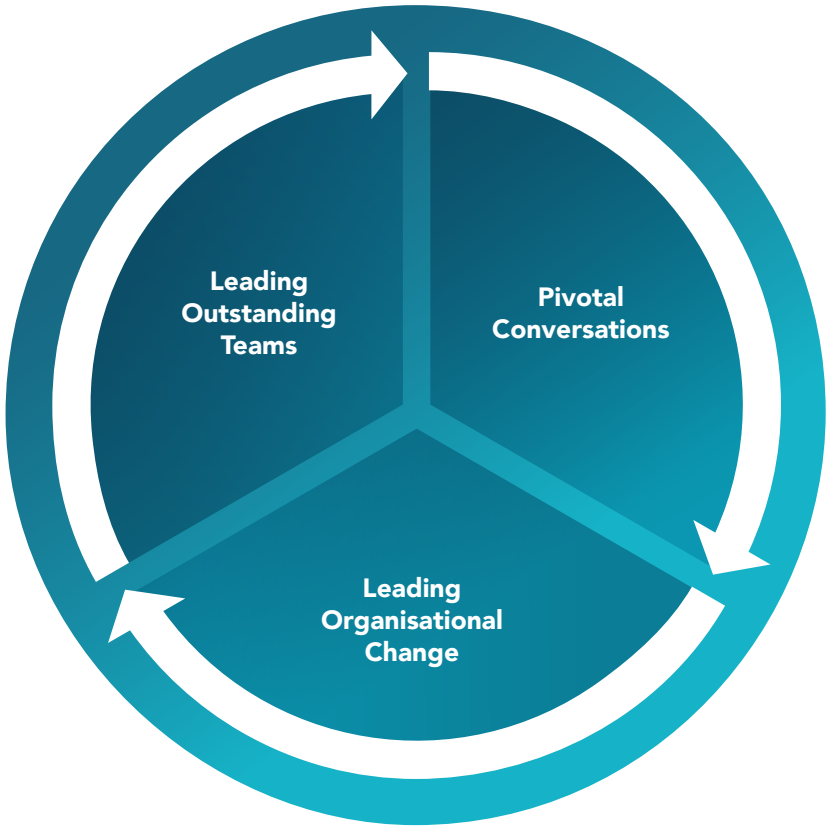
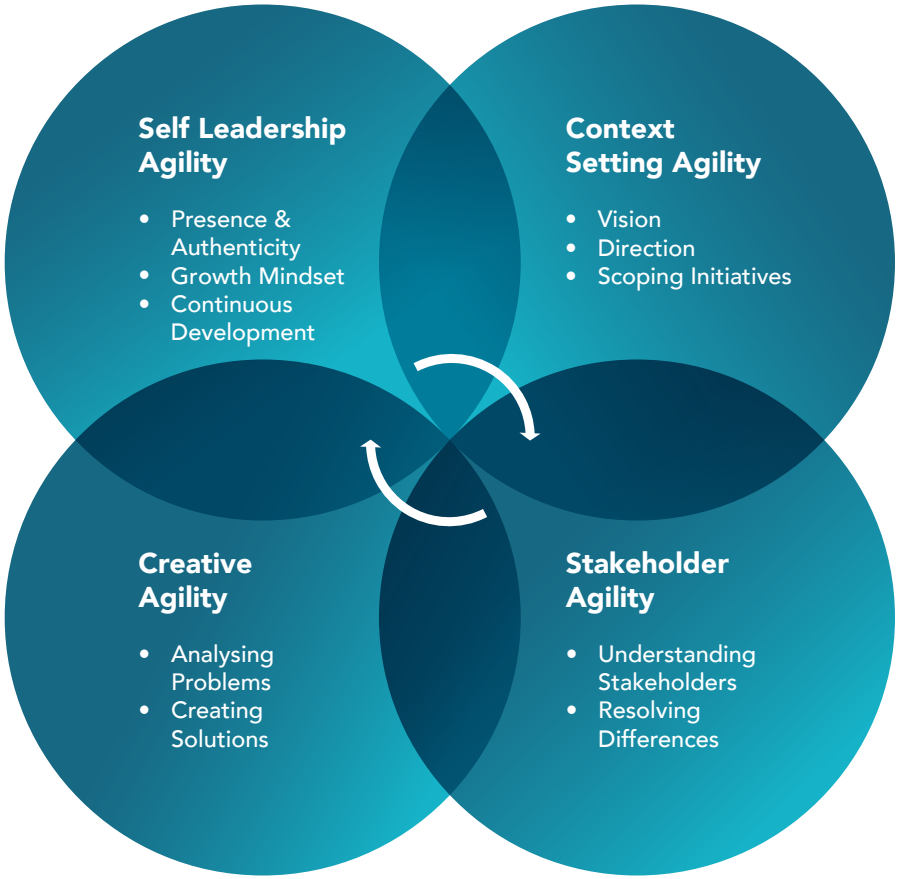
THE THREE ACTION ARENAS AND FOUR AGILITIES

Outlined here are the three actions arenas we focus on and the four leadership agilities we believe are vital to making the expansion from managing to leading in a complex and volatile world.

THREE ACTION ARENAS



FOUR LEADERSHIP AGILITIES



THE KEY CAPACITIES AND SKILLS LEADERS NEED TO DEVELOP

	The ability to **Zoom in and Zoom out**, effectively dancing between vision and detail when needed. The capacity to hold a wider perspective of the whole system.
	Have a **Systems Thinking Capacity**, being able to lead and influence complex business, human and global systems.
	Be able to **Balance their Power Style** between being assertive and accommodating, at the same time courageously use their power when appropriate.
	Balancing **Task and Relationship** – understanding the human nature of motivation, inspiration and alignment to achieve commitment ands sustainable results.
	Ownership for **Shaping, Creating and Forming a Culture** that supports sustainable results long term, an enterprise mindset.
	Adopting a **Coaching Mindset** and the skills to empower, evoke excellence, innovation and outstanding performance.
	Ability to conduct effective **Pivotal Conversations** including influencing stakeholders, giving robust feedback and seeking win-win solutions.
	Hold a longer term **Strategic Orientation** beyond immediate goals and outcomes.
	Developing **Personal Presence, Authenticity** and modelling a **Growth Mindset**.

THE WAYS WE CAN PARTNER WITH YOU

Our fundamental aim is to support you and your leaders to create the context for your people to be and perform at their best. We work hard to become trusted partners with you and your organisation in support of your business strategy, priorities and outcomes.

We are proud to be an ILM Assured Approved Organisation, recognised for the excellence of our programmes.

One to One Executive Coaching

Tailored Leadership Development Programs

Every interaction is designed to meet you where you are and support your aims and objectives.

Team Development Coaching

Leader as Coach Programs

Integral Leadership Dynamics – Expansive and Agile Leadership – ilm ASSURED

Integral Leadership Dynamics – The Coaching Masterclass – ilm ASSURED

Integral Leadership Dynamics – Coaching to Excellence – ilm ASSURED

Integral Leadership Dynamics – Advanced Coaching Masterclass – ilm ASSURED

OUR DESIGN PRINCIPLES

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- We believe leaders need to attend to their whole person in order to achieve the levels of development required to make a significant impact as a leader. What is essential is both a cognitive and neurobiological approach to their continuous development.
- One of the fundamental reasons change programmes often fail is leaderships inability to understand, accept and deal with the power of the biological responses we, as humans experience, which far outweigh the cognitive understanding of what is needed in any given situation.

> *You cannot merely think your way into a new way of acting; you can however act your way into a new way of thinking.*

Richard Pascal
HBR

OUR POINT OF VIEW

- Leadership development is an ongoing process rather than an event; it requires both a mind set change and the development of an embodied set of habits and practices to support the long term shift needed.
- We believe that the creation of action learning/social learning cohorts is imperative to creating long term and sustainable development and change.
- Our recommendation is that leaders who embark on this type of development process should be mentored by a late stage developed leader.

Change happens in biological timeframes, not cognitive timescales.

The very best leaders take time to continuously reflect on their performance, their approach and how they are deploying their thinking and being in what they are up to.

Frans Campher
CEO

OUR FOCUS

- Our programmes focus on both the **horizontal cognitive understanding** of new concepts, skills and competencies as well as the **vertical development** of expanded and more complex ways of thinking and being as a leader. What this means is we create **inquiry-based programmes** that are directly related to the leader's work situation.
- Our focus is on developing the practices, ways of being and building the qualities required to lead at a much deeper level so that there is a **fundamental shift in the mind-set and skills** of program participants.
- Every organisation and human being is **unique** and **complex**. At the heart of our approach is meeting both organisations and their people where they are.
- We would like to discuss creating and agreeing the KPIs needed to **measure the success** of any programme we deliver.

"Getting to the next level of greatness, depends on the quality of the culture, which depends on the quality of the relationships, which depends on the quality of the conversations.

Everything happens through conversations!"

Judith E. Glaser
Conversational Intelligence

OUR OVERALL APPROACH

Our approach is both **collaborative and results focused**. It is our belief that a main aim of our involvement with you is to fully **support your strategic and operational objectives** in delivering your vision and results; most importantly, this includes a positive link to the bottom line. As such, any programme we design will be in close co operation with you and tested to ensure we are on track.

All our programmes are **tailored to meet our client's specific requirements**, and in doing so we adopt the following approach:

- We work in **partnership** with you, and strongly believe in this **collaborative approach**. This ensures we can effectively build on what has gone before.
- We make **no assumptions** about our clients' needs and work extremely hard to establish agreed requirements at all levels in the organisation.
- We are **flexible** and ask for and respond to feedback, modifying our approach where appropriate.

LONG LASTING CHANGE

- Our proven approach allows us to **work behaviourally**, operating below the surface promoting **long lasting change**.
- Actions speak louder than words! We use our knowledge of best practice and theory whilst ensuring our process is **action based and participative** to ensure accelerated learning.
- We have no products to sell our work is **designed according to clients' needs**, using tried and tested tools and materials only where appropriate.

ABOUT US

FRANS CAMPHER, CEO

Frans Campher supports senior executives, directors, managers and teams who are interested in and committed to their own personal and professional development.

He brings over 35 years of senior strategic and operational leadership as a Chairman, CEO, and international board member to his work as an executive coach.

As a seasoned and sought professional coach, trainer, and facilitator, with over 18 years of experience in Executive Education and Development, Frans has substantial experience working with people from many national, international and global organisations.

As a result, he has experienced a wide variety of environments both in the public and private sectors in the UK, USA, Middle East, Africa and Internationally. Some of his clients include senior executives and top teams in Abbvie, Anglo American, AtkinsRéalis, Biogen, BP, Cabinet Office, Citibank, Clear Channel, Dell, Deloitte, DFID, Ford Europe, Foreign & Commonwealth Office, GlaxoSmithKline, ICON, Johnson & Johnson, Laing O'Rourke, Mace, Nomura, Red Hat, Sanofi, Sasol, Shire Pharmaceuticals, Takeda, Royal Bank of Scotland and Wates.

The real benefit of Frans's work with his clients is supporting them to become aware of their innate strengths and motivations. His focus is on encouraging them to develop the capacity to become even more self-conscious, self-correcting and in the long term, excellent

FRANS CAMPHER, CEO
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performers by being self-generating. In his experience, high achievers and their teams need to step back from time to time to review what they have achieved so far and then re-focus on what they need to do next to be even more successful.

Through his coaching and facilitation work, Frans brings accessible tools and processes to complex and challenging scenarios. Typically, the result for the clients and their teams are four-fold: clarity about what success is and means to them; a greater sense of themselves as leaders; the ability to achieve even better results through others; always with a focus on measurable business benefits.

For the organisation, the impact is magnified in various ways: a re-focus on business priorities; growth and retention of key talent; cohesive, motivated and high performing teams; strengthened relationships with essential stakeholders; and above all, measurable improvement in trading results.

Frans earns the respect of his clients for heading straight to the heart of issues. He creates the mental space for them to take stock of situations as they are happening. He links his clients' raised awareness to their definition of success, championing them to engage with all their talents. His style is often described as both supportive and appropriately challenging.

Frans is a seasoned principal facilitator and co-developer of The Coaching Masterclass for Leaders Programmes widely delivered into organisations such as Abbvie, AtkinsRéalis, Biogen, Citibank, Dell, GlaxoSmithKline, ICON, Imperial College Business.School, Johnson & Johnson, Sanofi, Sasol, Takeda Pharmaceuticals, and several other international organizations. Frans has consistently received outstanding feedback from over 15,000 workshop participants who have attended his Programmes.

Frans comes to coaching from a high-profile 30 year-Insurance and Risk Management career, spearheading international expansion and strategic change. He has held global Chairman, CEO and director-level positions and has been responsible for restructuring and returning to profitability. Frans brings knowledge of international markets and perspective through this broad experience growing global businesses.

As a visiting fellow at Imperial Business School London, he regularly facilitates learning in 'Authentic Leadership', 'Leader as Coach' and 'Adaptive & Agile Leadership' programs. He is the Programme Director of Imperial's flagship Leadership in a Technology-Driven World Programme.

He is an experienced and successful speaker and presenter with an easy, engaging, motivational style.

Frans is a Professional Certified Coach, a Certified Marshall Goldsmith Coach, a Certified Tilt Coach, a Certified Integral Development Coach, and a Certified Leadership Agility Practitioner.

ANDRÉ COETZEE, SENIOR PARTNER

A professional leadership and team coach, facilitator, and trainer, André supports organisations and senior executives with their professional and personal development. For 13 years, he has partnered and facilitated with senior executives, directors, leaders and teams in several sectors, including Consultancy, Engineering, Executive Education, Media, Pharmaceutical and Telecoms.

André has supported international organisations, including Amicus, API Group, AtkinsRéalis, Azzurri Communications, Clear Channel, GlaxoSmithKline, HSBC, Kier Group Plc, Olive Communications, Rentokil Initial, Sanofi, Shire, Swiss Re, Takeda, University of Surrey and Wates.

He is a seasoned facilitator who has led, supported and co-designed learning and training assignments in the UK, US, Canada, Europe, Australia, Singapore, India & Africa.

His style is adaptive and pragmatic with an outcomes-focused approach, enabling clients to transform their leadership agility and capacity to become even more impactful. André supports leaders to develop the mindset, skills and approach to be more purposeful and effective in engagement. He helps clients develop the capacities and 'ways of being' to communicate clearly, lead effectively and inspire and influence others to deliver outstanding results for themselves, their teams and their organisations.

ANDRÉ COETZEE, SENIOR PARTNER
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A benefit to working with André is his capacity to support his clients' ability to identify and self-adjust limiting behaviours, enabling them to clarify thinking, identify and maximise resources and implement actions to achieve desired outcomes. He has coached and trained senior executives, leaders and managers to identify strategic imperatives quickly, adapt to change and recognise essential development needs for themselves and their teams.

His commercial experience, commitment, enthusiasm and application of business and leadership principles, are contributing factors to his success as leaders and teams explore and design practical strategies and sustainable tactics to operationalise plans.

André came to leadership development from a 20-year international commercial career at board, director, senior management and associate level roles, in the consulting, media and textiles manufacturing sectors. He brings strong professional commercial experience in multi-cultural client and business development, marketing, commercial sales and negotiation.

As Faculty for Leadership at Imperial College Business School, André retains strong links with global professional and business organisations to follow current market trends and keep pace with the change and challenges faced by leaders and organisations. A dynamic, enthusiastic and sought-after coach, trainer and facilitator of programs like 'Leader as Coach', 'Expansive & Agile Leadership' and 'Team Development', he consistently receives high efficacy scores and outstanding participant feedback.

André is an ICF trained and accredited; Executive Coach (ACTP), Agile Coach (ICP-ACC & ATF) and certified Marshall Goldsmith Coach; ABNLP Master Practitioner; Practitioner of Action Learning teams; facilitator of 9C's in Leadership and Purposeful Teams, WVA (MU accredited). He also works with several global assessment tools including Five Behaviours (DiSC/MBTI), DiSC & LAA.

Integral Leadership Dynamics

Integral Leadership Dynamics is a UK specialist consultancy focusing exclusively on the delivery of leadership development and coaching-related services. We offer executive coaching, coaching training programmes and coaching consultancy.

We operate within the private, public and social enterprise sectors and we work across a variety of industries - recent and current clients include:

- AtkinsRéalis
- Citibank
- Dell
- GSK
- Takeda
- AbbVie
- Imperial College London
- Johnson & Johnson

Integral Leadership Dynamics, a UK company with an international network of associates.

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