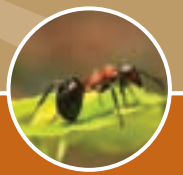




NINE CONVERSATIONS IN LEADERSHIP™

A WORLDSVIEW™ INTERVENTION



Nine Conversations in Leadership™

Guide to the intervention

Australia • South Africa • United Arab Emirates • United Kingdom

For organisations seeking sustainable, results-orientated leadership development, **Nine Conversations in Leadership™** is an innovative intervention that acts as a catalyst for long-term leadership development throughout the organisation. Unlike other leadership programmes, the **Nine Conversations in Leadership™** intervention works at the levels of knowledge, values and behaviours to achieve holistic leadership growth.





Introduction

Nine Conversations in Leadership™ is an innovative leadership development intervention that acts as a catalyst for long-term development of leaders. The intervention is applicable at every level of the organisation and utilises a process that adapts to the organisation's context.

The intervention consists of nine facilitated conversations that occur within a small peer group (comprising up to ten people), referred to as a leadership cell. The purpose of each conversation is to share and learn from one another's leadership challenges and successes and to co-create ideas and solutions from shared learning and wisdom.

The **Nine Conversations in Leadership™** intervention fuses organisational development and traditional training in a workshop format. It uses 360° feedback, peer coaching and personal development planning to create strong, committed and aligned leaders at all levels of the organisation. The intervention examines leadership in the realms of Head (knowing), Heart (being) and Hands (doing). It brings participants together repeatedly to explore and cover all aspects of leadership, from organisational leadership to team leadership and the leadership of individuals and self.

Leadership alignment is a critical component for harnessing organisational energy to achieve the organisation's vision, values and strategy. The **Nine Conversations in Leadership™** intervention assists organisations to achieve such alignment.

Self-assessment and peer feedback are key leadership development tools which constitute the foundations of self-leadership. While leaders develop through experience, they can accelerate their readiness to lead by receiving constructive feedback. Assessments are made in the areas of knowledge, attitude and behaviour, all of which are developed during the leadership journey.





WorldsView™ Consulting

A Unique Intervention

Conventional programmes that address the theory and practice of leadership make the mistake of isolating delegates from the environment for which they are responsible, equipping them with theory that may not be relevant for their workplace, and often broaden the leadership divide rather than narrowing it. This frequently leads to disillusionment – in the delegate and in the people that he or she leads – causing disruption, misalignment and, in the worst-case scenario, the loss of skills.

The **Nine Conversations in Leadership™** intervention utilises a process that adapts to the organisation's context and that of the participating leadership cell members. Leaders within the organisation participate collectively in this powerful leadership journey, narrowing the leadership divide and uniting organisational leadership. This process creates both personal leadership development and organisational leadership alignment, which significantly enhance the organisation's ability to drive change.

Organisational Benefits

The introduction of the **Nine Conversations in Leadership™** intervention to an organisation offers benefits that impact the organisation, teams and individuals:

- Solidifies organisational leadership around the organisation's vision, values, purpose and strategy, building trust and alignment in leadership teams.
- Aligns the organisation, supporting clarity of leadership messages throughout the organisation.
- Enhances the organisation's ability to respond quickly and uniformly to strategic shifts and contributes to enhanced financial performance over time.
- Supports talent identification and management of the leadership pipeline.
- Increases team cohesion and leadership capability at all levels through the development of leadership skills.
- Identifies opportunities for enhanced organisational effectiveness as the vision, strategy, team dynamics and essential operating elements are examined continually in an open, structured environment.
- Grows the self-awareness, leadership competencies and personal effectiveness of leaders in the organisation.





Intervention Information

The **Nine Conversations in Leadership™** intervention addresses the following key leadership dimensions through facilitated conversations in which the leadership cell provides the content and the facilitator provides the background material and the process facilitation:

- **Leading Organisations** (Strategy, Vision, Values, Purpose, Community, Culture, Alignment)
- **Leading Others** (Groups, Teams, Serving And Leading, Coaching, Mentoring, Developing Others)
- **Leading Self** (Energy Management, Developmental Journeys, Emotional Development)

To enable leaders to assume cross-functional responsibilities of company leadership, the intervention is designed to assist participants to:

- Acquire an in-depth understanding of leadership functions and build foundational skills to integrate these across the organisation.
- Gain insight into the challenges leaders face in driving results throughout the company and develop skills to overcome these.
- Formulate a holistic approach to identifying problems, devising solutions and adapting to change.
- Build strategic skills for effective decision-making and implementation.
- Enhance their capacity to lead cross-functional initiatives and corporate projects and teams.
- Develop a personal leadership philosophy that reflects global wisdom, capabilities and confidence.
- Build relationships with other internal organisational change agents for ongoing peer collaboration, learning and support.
- Strengthen individual capabilities to advance the organisation strategically by rethinking approaches to management, leadership and leadership development.
- Develop an action plan for applying innovative concepts and best practices for measurable results and sustained impact within the workplace.

The conversations include activities and dialogue that work in the realms of:



Knowing (Head)

Builds knowledge of the elements of leadership.



Being (Heart)

Prompts values-based reflection on the elements of leadership.



Doing (Hands)

Encourages behavioural changes to improve performance.

Each conversation follows a set process. The leadership cell members review the leadership dimensions, examine attitudes and beliefs in the leadership cell and the organisation, review behaviours and set out development plans for the individuals and groups they lead. The development plans are executed in the workplace as an articulation and reinforcement of the learning achieved, driving the alignment of organisational leadership as the intervention unfolds.

There are nine conversations and the duration of each conversation is four hours, with a recommended interval of one to four weeks between conversations to allow the action project to come alive in the workplace.





Intervention Fundamentals

Approach to Leadership Development

Given that leadership involves a complexity of attitudes, behaviours and competencies – all of which take time to develop – the contemporary view considers leadership to be more like a trade or a craft than a profession. The **Nine Conversations in Leadership™** intervention reflects this reality as it examines the relationships between an individual (the leader) and various groups of people, all of whom are capable of ongoing development.

Adult Learning

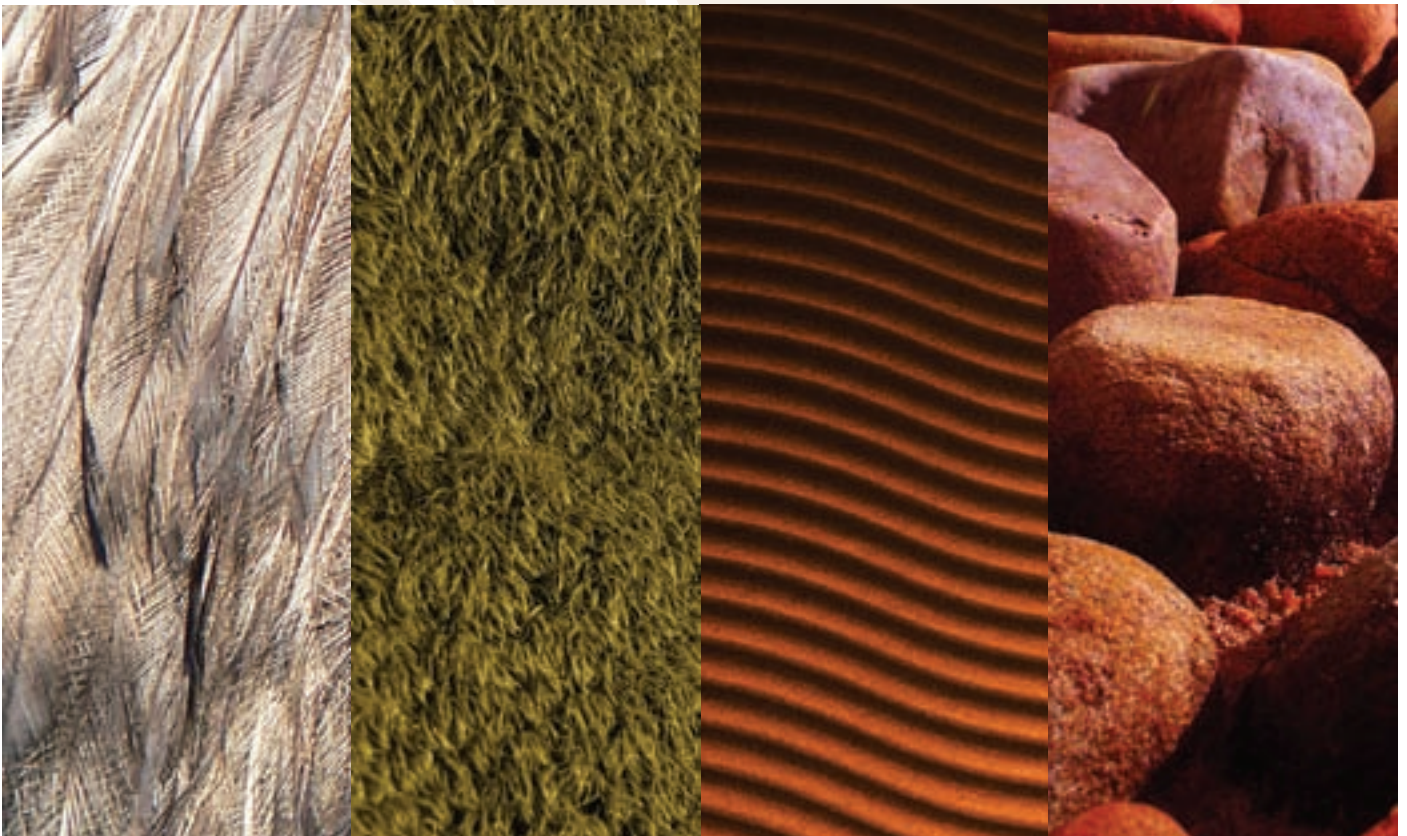
The **Nine Conversations in Leadership™** intervention draws on models of cognitive development and builds leadership ability through the provision of knowledge, the support of mentors and the careful facilitation of conversations.

Change Catalyst

The intervention serves as a catalyst for organisational change: *Who are we leading? Where are we going? How are we getting there?* The **Nine Conversations in Leadership™** intervention also serves as a change catalyst for individuals by encouraging knowledge, reflection and development plans.

Workplace Relevance

The **Nine Conversations in Leadership™** intervention is designed to provide a stable, academically-sound framework within which leaders develop in conjunction with their peers who are on the same journey. The content of each conversation is determined by the members of the leadership cell through the examples that they review and the challenges and successes that they highlight. In this way, each cell works at the level and the pace appropriate to the members of the leadership cell.





Conversation Flow and Content

Each conversation moves from a place of psychological safety (*What knowledge exists?*) to a place of development (*How will I react to what the knowledge reflects and to what the leadership cell/ my organisation requires?*) and then to a place of action (*What must I do to lead more effectively?*). Leadership is a choice and its development is a lifelong journey that challenges us and demands commitment to grow the knowledge (Knowing), the values (Being) and the behaviours (Doing) required for success. The intervention is based on these three realms. After the leadership theory and introduction (Getting Started), it moves into the seven dimensions of leadership – Vision, Community and Alignment (Leading Organisations), Teams and Individuals (Leading Others), Energy and Self (Leading Self) and, finally, into

the Moving On conversation which explores sustainable methods to maintain the growth and embed the wisdom and learning into the organisation.

The **Nine Conversations in Leadership™** intervention begins with organisational leadership as a fundamental part of the design. Although self-development, assessment, reflection and personal insights are embedded, apparent and highlighted in every conversation, the flow from Leading Organisations to Leading Others to Leading Self allows the cell of leaders to create the trust, respect and deep levels of engagement that draw out a very profound personal sharing in the Leading Self conversations.





Conversation Content	Outcomes
Conversation 1: Getting Started	
<ul style="list-style-type: none"> • Personal storytelling • Leadership theory overview • Intervention overview • Leadership team charter • Brief on 360° assessment, assignments, action projects and portfolio of evidence • Personal development plan 	<p><i>At the end of the conversation, you should:</i></p> <ul style="list-style-type: none"> • Understand the Nine Conversations in Leadership™ intervention process, the Three Realms of Competence and the Seven Dimensions of Leadership. • Understand various perspectives and current leadership theory. • Have a shared vocabulary and common understanding of leadership. • Have made a commitment to your leadership cell for the journey ahead. • Have examined your leadership. “Am I the leader I want to be?” “Am I leading in the way I want to lead?” • Have confronted the leadership choice. • Have begun your Nine Conversations in Leadership™ personal development plan.
Conversation 2: Vision	
<ul style="list-style-type: none"> • Vision assignment • Vision theory overview • The leader’s role in vision • The power of vision • Personal development plan • Vision action project 	<p><i>At the end of the conversation, you should:</i></p> <ul style="list-style-type: none"> • Understand vision theory. • Know the links between purpose, values, vision and strategy. • Have explored your commitment to the vision, values and purpose. • Understand the need to articulate vision in a concise, inspiring way. • Understand the need to role-model the vision consistently. • Know the components of an effective vision.
Conversation 3: Community	
<ul style="list-style-type: none"> • Community assignment • Community theory overview • Community culture • Stakeholders • 360° assessment respondents • Personal development plan • Community action project 	<p><i>At the end of the conversation, you should:</i></p> <ul style="list-style-type: none"> • Understand the meaning of community and its importance. • Understand the concepts of community culture, stakeholders and diversity. • Know how to develop and empower communities. • Know the value of being open to influence by your community. • Understand the importance of building successful communities. • Know how to build successful communities. • Be able to locate yourself within each stakeholder community. • Understand the importance of appropriate governance structures.
Conversation 4: Alignment	
<ul style="list-style-type: none"> • Alignment assignment • Alignment theory overview • Engage the organisation • Alignment ‘must do’s’ • Personal development plan • Alignment action project 	<p><i>At the end of the conversation, you should:</i></p> <ul style="list-style-type: none"> • Understand the tangible and intangible components of organisations. • Understand the choice between head-centric alignment and heart-centric alignment. • Know how to harness the energy of the organisation to deliver results. • Know the importance of using two-way communication to align the organisation effectively. • Be able to build sustainable alignment mechanisms. • Be receptive to alignment opportunities that emerge from different parts of the organisation.
Conversation 5: Teams	
<ul style="list-style-type: none"> • Teams assignment • Team theory overview • Build teams • Work in teams • Team needs • Personal development plan • Teams action project 	<p><i>At the end of the conversation, you should:</i></p> <ul style="list-style-type: none"> • Understand the appropriate use of teams. • Know how teams develop. • Know how to diagnose common team problems and how leaders can impact teams effectively. • Value the contribution that teams can make. • Recognise the value of developing teams. • Be sensitive to your personal impact on teams. • Be able to role-model effective team behaviours.



Conversation Content	Outcomes
Conversation 6: Developing Individuals	
<ul style="list-style-type: none"> • Developing individuals assignment • Developing individuals theory overview • Developer of individuals • Prepare for 360° feedback • Personal development plan • Developing individuals action project 	<p><i>At the end of the conversation, you should:</i></p> <ul style="list-style-type: none"> • Understand that it is possible to accelerate the development of individuals. • Understand how adults learn. • Understand development in the context of an organisation’s talent management strategy. • Be able to differentiate between mentoring and coaching situations and know what skills to apply. • Value trust and respect as the foundations of developmental relationships. • Be able to apply appropriate development tools, such as coaching and feedback. • Be able to role-model ongoing personal growth and development.
Conversation 7: Energy	
<ul style="list-style-type: none"> • Energy assignment • Energy theory overview • Energy impact • Prepare for 360° feedback • Personal development plan • Energy action project 	<p><i>At the end of the conversation, you should:</i></p> <ul style="list-style-type: none"> • Understand the theories and principles of wellness, balance and energy, including the factors that affect energy levels. • Understand the four kinds of energy: physical, emotional, intellectual and spiritual. • Understand the impact of your energy levels on your own performance and on other people. • Know how to implement positive energy rituals in daily life. • Know how to use stress and recovery cycles to maximise energy.
Conversation 8: Self	
<ul style="list-style-type: none"> • Self assignment • Self theory overview • Analyse 360° feedback • Personal vision • Personal values • Personal development plan • Self action project 	<p><i>At the end of the conversation, you should:</i></p> <ul style="list-style-type: none"> • Understand that continuous self-development is possible. • Understand which tools are available for self-development. • Be able to analyse and reflect on personal mastery using models of self-development. • Have assessed personal strengths and development areas in all the dimensions and realms of leadership. • Have updated a personal development plan that reflects new insights and understanding.
Conversation 9: Moving On	
<ul style="list-style-type: none"> • Nine Conversations in Leadership™ intervention theory overview • Seven Dimensions of Leadership • Lifelong learning and sustaining development • Our leadership community – Moving On • Personal strengths • Development priorities and support • Developing other leaders • Celebrate the leadership cell • Graduation 	<p><i>At the end of the conversation, you should:</i></p> <ul style="list-style-type: none"> • Synthesise your learning from the Nine Conversations in Leadership™ intervention. • Celebrate having shared the Nine Conversations in Leadership™ journey with your leadership cell. • Consider committing to leadership development as a lifelong journey. • Review your action plans as expressed in your Nine Conversations in Leadership™ personal development plan. • Consider the next steps to developing other leaders in your organisation or community.

Creative Dialogue

For full engagement of all participants, WorldsView™ Consulting draws on an old African dialogue technique called lekgotla (creative dialogue) to ensure that all voices are heard. The lekgotla process assists individuals to be heard in groups, groups to build a common point of view and become teams, and teams to pursue common goals. Diversity is celebrated and built on as individuals practise the art of listening and building on each other’s views in a facilitated

environment that balances concept exploration and learning with efficient utilisation of time. Through the use of the lekgotla process, developing leaders learn to listen vigilantly, to synthesise multiple viewpoints, to build on the thinking of others, to work with multiple minds instead of relying on ‘solo command’ and to move away from the often-instinctive practice of ‘the loudest voice wins’.



Personal Development Plans

The **Nine Conversations in Leadership™** intervention provides an enabling environment for leaders to grow themselves and their organisations.

This growth is achieved through consistent documentation of the work required and regular review of personal development plans to ensure that leaders are leading themselves to growth in order to lead the organisation to growth.

Assessment Mechanisms

The **Nine Conversations in Leadership™** intervention utilises self-assessments relating to the leadership dimensions to provide a platform for each individual's developmental journey. The self-assessments are shared with other members of the leadership cell so that comparison and standardisation can emerge.

With the permission of the cell members, the assessments are extended to 360° feedback for each participant at the end of conversation eight in order to provide a reality check against any emerging consensus view on individual strengths and development areas.

Pre-reading and Assignments

With the exception of conversation nine, participants are required to read a section of theory prior to each conversation. Assignments are workplace-related and are not marked – rather, they are circulated to the facilitator and other members of the

leadership cell for review and for the purpose of engagement, allowing participants to:

- Learn from each other
- See the organisation and topic through other people's eyes.

Action Projects

Members of the leadership cell are tasked with specific action projects to implement in the workplace the information gained during each conversation. Participants are asked to identify an issue, challenge or problem in their organisation, to address this and take action on it. They are required in the action projects to integrate the three realms of Head, Heart and Hands as they work together to address a specific challenge and create an action plan.

Intended as a change catalyst for the organisation and a personal development experience, members of the leadership cell are required to identify goals for the action plan and include tangible, realistic implementation steps that will make a positive difference in their organisation. Each participant builds a portfolio of evidence to keep track of the leadership journey and successes achieved.



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Delivery Mechanisms

The intervention is rolled out at round tables in nine separate facilitated conversations of four hours each to leadership cells comprising between four and ten people per cell.

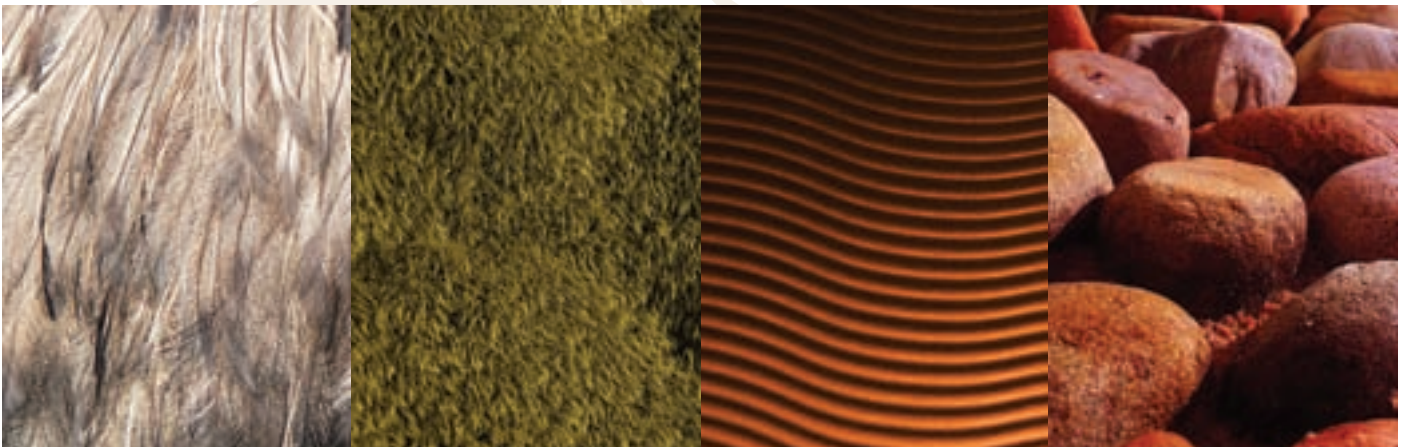
There may be several leadership cells in a room, allowing large-scale interventions within an organisation.

Quality Assurance and Project Management

WorldsView™ Consulting's quality assurance and project management team monitors the rollout of the intervention. The WorldsView™ Consulting team provides project management services, facilitator support and resolution of any difficulties that may be encountered. The team assesses the impact of the intervention through liaison and post-engagement interviews with the customer sponsor to ensure maximum effectiveness.

The WorldsView™ Consulting team will:

- Provide 360° assessment and feedback to all participants towards the end of the intervention to provide measurable progress for each participant.
- Liaise with key people in the participant's organisation to ensure that the intervention requirements are met.
- Review progress of the intervention, ensuring that it is rolled out on time and on budget.
- Evaluate participation levels and attend to any attendance problems that may occur.
- Co-ordinate facilitators, participants and venues, reminding all parties of critical deliverables and times.





Intervention Scenarios for Leadership Cells

Scenario 1

Rationale:

Reduce travelling costs by participating in two conversations per day, with a longer interval before the following two conversations.

Benefit:

Faster understanding of the intervention concept.

Challenge:

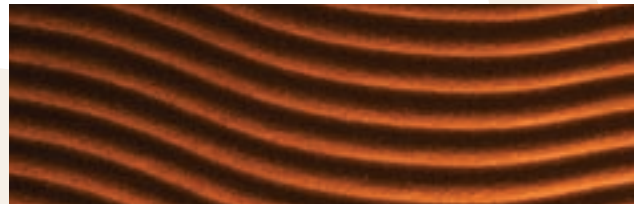
Less time to embed and integrate the knowledge, wisdom and behaviours into the organisation.

Ideal for a pilot course for the purpose of assessing the intervention before large-scale roll-out to the organisation.

Scenario 2

Rationale:

Allow the group to participate in one conversation per day (a morning or afternoon session) with a regular interval period (from one week to four weeks) between conversations to allow better assimilation and integration. The ideal timing is one conversation every three weeks or a close variation of this.



Scenario 1

Duration	Conversation	
	Morning	Afternoon
Full Day	Getting Started	Vision
Full Day	Community	Alignment
Full Day	Teams	Developing Others
Full Day	Energy	Self
Half Day	Moving On	

There are nine conversations and the duration of each conversation is four hours, with a recommended interval of one to four weeks between conversations to allow the action project to come alive in the workplace.

Scenario 2

Duration	Conversation
Half Day	Getting Started
Half Day	Vision
Half Day	Community
Half Day	Alignment
Half Day	Teams
Half Day	Developing Others
Half Day	Energy
Half Day	Self
Half Day	Moving On

Pricing Model

The **Nine Conversations in Leadership™** intervention is priced in two parts, Licence Fees and Facilitation Fees, in order to offer clients the possibility of accrediting their own in-house facilitators (subject to WorldsView™ Consulting's facilitator accreditation process). Local tax is not included in quoted fees and will be added to invoices.

Licence fees and facilitation fees are due in advance to WorldsView™ Consulting on confirmation of a

Nine Conversations in Leadership™ intervention engagement contract. Discounts apply to licence fees for larger numbers of participants. Licence fees are inclusive of all course materials, participant handbooks, learner-management system activation and reports. Facilitation fees may be negotiated separately from licence fees unless mutually agreed at the recommended fee.



Client Testimonials

Insurance Industry

“Our team is maximising participation in the **Nine Conversations in Leadership™** intervention by constantly questioning and engaging on the issues at hand. We interact between the Conversation sessions to share the powerful

lessons learned and cascade them to the people who work around us, to the benefit of the whole organisation.”

Banking Industry

“We get the most value out of the practical applications of the theory to which we’re exposed, and our facilitator makes sure that everything we discuss is relevant to our environment and the challenges faced by the team.

The action project tasks that we’re given to do on returning to our workplace are all relevant and I can see that they’re going to yield ongoing benefits throughout the team.”

Fast Moving Consumer Goods Industry

“The theory behind each session provides an important basis for each of the **Nine Conversations in Leadership™** intervention, but the focus is more on the interactions within the conversations that we’ve been able to transfer to our work and personal lives.

The conversations on Vision, Alignment, Community, Teams and Self have been particularly relevant to our organisation and they’ve reinforced our knowledge and experience. The timing of each session has coincided very well with our business processes, making it even easier to transfer the lessons learned to real work situations.”

Information Technology Industry

“The **Nine Conversations in Leadership™** intervention is revolutionising the way that our management team members are approaching their roles as leaders. Thanks to our large growth in just six years, we’ve had to take a step back to grow our culture and vision from a common point of view.

The **Nine Conversations in Leadership™** intervention is challenging us at every level. It is building a cohesive leadership team on a foundation of trust which we believe will ensure the company’s continued success into the future.”



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Application

The **Nine Conversations in Leadership™** intervention is structured to effect alignment, transformational change and growth throughout an organisation. It is applicable at every level of the organisation and utilises a process that adapts to the organisation's context and that of the participating leadership cell members. Similarly, the pricing structure is designed for the intervention to be deployed widely within an organisation.

Organisations might initiate the intervention with their executive team and then cascade it to their entire management team. This process creates a shared language and achieves dramatic organisational leadership growth, alignment and impact. Alternatively, organisations may choose to implement the intervention at targeted levels in the organisation.

The **Nine Conversations in Leadership™** intervention has been deployed successfully at the following levels within organisations:

- Executive teams
- Senior management teams
- Middle management teams
- Junior management teams/team leaders
- Emerging leaders
- Business units.

Case studies, which show the transformational changes achieved by leaders in a range of management levels after participation in the **Nine Conversations in Leadership™** intervention, are available on request.

About WorldsView™ Consulting

WorldsView™ Consulting partners with organisations on transformational journeys. Forward-thinking organisations, aware of the need for ongoing transformational change, enhanced performance and leadership development,

partner with WorldsView™ Consulting to deploy participative, people-centric interventions that result in sustainable, positive change.



Transformational Consulting

Customised consulting partnerships for transformational change

Executive Coaching

Executive coaching partnerships to build capacity and support leaders in transformation

Nine Conversations in Leadership™

An innovative intervention that acts as a catalyst for long-term development of organisational leadership

Building Corporate Communities™

An integrated action learning intervention that grows change capability where it is needed most

Strategic Goal Alignment™

A dynamic intervention that rapidly translates strategy into organisational execution

Purposeful Teams™

A powerful and participative intervention that moves teams to purpose-led execution of mandates

About WorldsView™ Consulting Global Partners

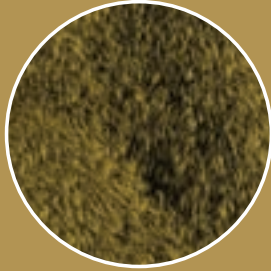
WorldsView™ Consulting's Global Partners are carefully selected to sell and facilitate the **Nine Conversations in Leadership™** intervention, making this leadership journey

more accessible to the world. Visit www.worldsv.com to locate your local WorldsView™ Consulting Global Partner.



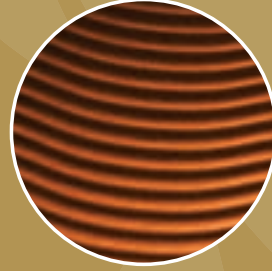
Feathers

Represent WorldsView™ Consulting. Drawn from the dancing eagle in the logo of WorldsView™ Consulting, the image is a depiction of strength, flexibility, spiritual evolution and ascending to a higher plane.



Grass

Represents WorldsView™ Consulting's Facilitator Network. The distribution and density of the grass represent the fast-growing and widespread nature of this network.



Sand

Represents WorldsView™ Consulting's Global Partners. The ripples of sand represent the interconnected channel of people working together.



Rocks

Represent WorldsView™ Consulting's Regional Offices. The cluster of rocks is a depiction of endurance and strength.

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