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*A leadership development program with staying power*

## Clear Leadership: Building Sustainable Collaboration

### The Call for Collaboration

*Organizations have always been more efficient when the people within them work together effectively.*

*Today, the pace of change and increase in competition makes collaboration essential. In addition, today's dispersed leadership models put more autonomy closer to the customer, where it becomes even more important to collaborate and achieve strong business performance.*

*Countless books and courses focus on enhancing performance by things you do, such as developing strategy, managing risk, setting goals, implementing change and managing time to name a few. Innovative technologies, the latest equipment and efficient processes can also be great supports in achieving strong business performance.*

*However, differentiated leaders know that strong performance is enabled by interpersonal competence, or how they are in interaction with others. This program begins with self-awareness and results in the ability to build sustainable collaboration through interpersonal clarity.*

*Technical competence and state of the art technology, equipment & processes do not guarantee success. It is the collaborative interactions of people that do.*

### How This Leadership Program is Different

Research and experience with thousands of managers on 3 continents has shown that the Clear Leadership program provides leaders with the skills to handle the tough business issues that block collaboration and accountable action. This program develops leaders who prevent the occurrence of problem patterns, and transform those that have already been created into strengthened relationships that are better equipped to withstand future challenges. These shifts free up the possibility for anything to happen, when it felt like nothing could.

### Exceptional leaders build cultures of clarity that support real collaboration.

Few leadership development programs are experiential in nature, and can therefore lack 'stickiness' back on the job. Rather than simply touch on many aspects of leadership, this program provides numerous opportunities to practice core leadership principles that underpin all that leaders do. Participants are more inclined to integrate these skills because they have already used them successfully in the program. Follow-up tells us that the learning obtained from this program has a personal impact that propels leaders forward on a developmental journey that is truly differentiating.

### How You Will Benefit

- Develop greater awareness of your influence; understanding how going first, particularly in challenging situations, encourages others to follow
- Discover how you may be contributing to a lack of clarity with your colleagues and subordinates and what to do about it
- Develop comfort and confidence in 'addressing the unaddressed' that saps energy, divides teams & inhibits partnerships
- Foster inclusion within your team, while creating more personal accountability
- Increase your awareness of what's really going on, enabling you to make better decisions that are supported

### Who Should Attend

Executives, directors and managers who are seeking strong leadership skills to help them build accountable, collaborative teams and organizations. This program is also well-suited for intact teams or groups where key partnerships are involved.

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[www.innervate.ca](http://www.innervate.ca)

416.698.3600

## Program Feedback

*“This leadership program really stays with people back on the job because of the self awareness that takes place. Once this happens, there is no going back. Leaders see when they and their teams are getting stuck and they take initiative to ‘walk the experience cube’ which shifts the dynamic immediately.*

*I repeatedly hear feedback from external suppliers about how Fraser Health leaders are uncommon.*

*They step forward with clarity bring curiosity and make learning possible. During lean times, the value of offering this program has never been questioned. It’s very rewarding to see the growth in people and its exponential impact on the organization. The rewards go beyond the workplace and folks describe the course as “life-changing”. I echo that sentiment wholeheartedly!”*

- GABRIELE CUFF, MANAGING CONSULTANT  
LEADERSHIP DEVELOPMENT, FRASER HEALTH  
AUTHORITY (AN ORGANIZATION OF 22,000  
EMPLOYEES, BASED IN VANCOUVER, CANADA)

### Questions

Email: [register@innervate.ca](mailto:register@innervate.ca)

Call: 416-698-3600

## Clear Leadership Outline

Complete with workbooks and DVDs that demonstrate the skills in action, Clear Leadership is an experiential course that has successfully helped participants undertake the challenge of creating clarity and collaboration in their organizations and work groups.

### Learning objectives include:

#### Day 1: *The Aware Self*

- How we each create our own experience, and that it differs from others
- Awareness of our need to create stories that we perceive as ‘the truth’ so we can make sense of our environment
- How our sense making creates challenges for ourselves & others
- How to uncover each person’s experience through “the experience cube”
- Difference between clear language, language that mystifies & how to use the former
- Appreciating the impact of talking in the “here and now” and the “there and then”

#### Day 2: *The Descriptive Self*

- The sub-skills of the Descriptive Self
- How clear language is both more accountable and encourages others to be
- Differentiating between being transparent and being personal
- How to describe your experience in transparent ways
- Differentiating between being descriptive and being judgmental
- How to describe judgments in ways that clarify and reduce defensiveness
- Part 1 of conducting an Organizational Learning Conversation

### Break to solidify learning

#### Day 3: *The Curious Self & Appreciative Self*

- The sub-skills of the Curious & Appreciative Selves
- Listening at all three levels
- Where reactivity comes from and how to park it
- Understanding the role of shame in reducing interpersonal clarity
- Acknowledging the paradox of learning & competency
- Confronting others in a way that encourages them to be descriptive, not defensive
- Part 2 of conducting an Organizational Learning Conversation

#### Day 4: *Bringing the Skills to Work*

- Conducting an Organizational Learning Conversation
- Integrating the skills from the previous three days
- Coaching others through a Learning Conversation with you
- Mediating Learning Conversations among others
- Reducing conflict and avoidance in all your relationships
- How to use appreciative processes to create change