



CHRISTOPHER AVERY & THE LEADERSHIP GIFT

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PARTNERWERKS CAPABILITIES

Sustainable Change - Measurable ROI

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BLENDED DELIVERY FOR SUSTAINABLE CHANGE AND MEASURABLE ROI

Online

- Online Communities
- Self-Paced Courses
- Video on Demand
- Live Event Webinars
- Assessment Tools

Diagnostics

- Identify Leverage Points
- Individual
- Team
- Organization

Consulting

- Mapping the Responsibility Process Principles and Tools to Your People, Process, and Culture

Retreats/Off-Sites

- Apply the Leadership Gift Mindset
- Facilitate Planning or Problem Solving
- Builds Shared Mind and Community

Train the Trainer

- Facilitation Guides
- Certification
- Expert Supervision
- Community of Practice
- Content Updates

Coaching and Mentoring

- Mastery Groups
- Execute Leadership Team Development
- Executive Mentoring
- One-to-One Coaching
- One-to-Many Coaching

Keynote Speech

- Inspires Learning and Change
- Challenges Current Mindsets
- Educates and Entertains

Workshops

- From 2 Hours to 3 Days
- Modularized and Integrated
- Highly Interactive
- Variety of Training Aids and Tools



Measurable Impact

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Organization

Productivity

Agility

Learning

Innovation

Engagement

Morale

Energy

Community

Teams

Shared ownership for results

Engagement

Shared leadership

High performance dynamics

Higher commitment

Higher motivation

Self-organizing

Individuals

Ability to get things done

Performance

Productivity

Clarity and sanity

Resourcefulness

Engagement

Collaboration

Work-life integration and sustainability

Fun and happiness

Confidence

Humility

Agility

Christopher Avery

CHRISTOPHER AVERY & THE LEADERSHIP GIFT

- 25 years innovating in large-scale organization change, leadership, and teamwork to support performance through people
- 22 years on the **Responsibility Process™** research team
- Developer of **the Leadership Gift™** and mentor to it's worldwide community of leaders
- Author of the classic **Teamwork Is An Individual Skill**
- Founding board of the **Agile Leadership Network**



Consultative Approach

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THE MANAGED LEADERSHIP GIFT ADOPTION SYSTEM



We know how to develop Mastery

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Workshops, yes, they help people
However, mastery rapidly accrues through the proven
habit-change technology of support groups called
“Mastery Groups”



Jane joins a Mastery Group of up to 12 leaders who
commit to meet monthly for 2.5 hours. The group
is supported by a Leadership Gift Mastery Coach.

What are Mastery Groups?

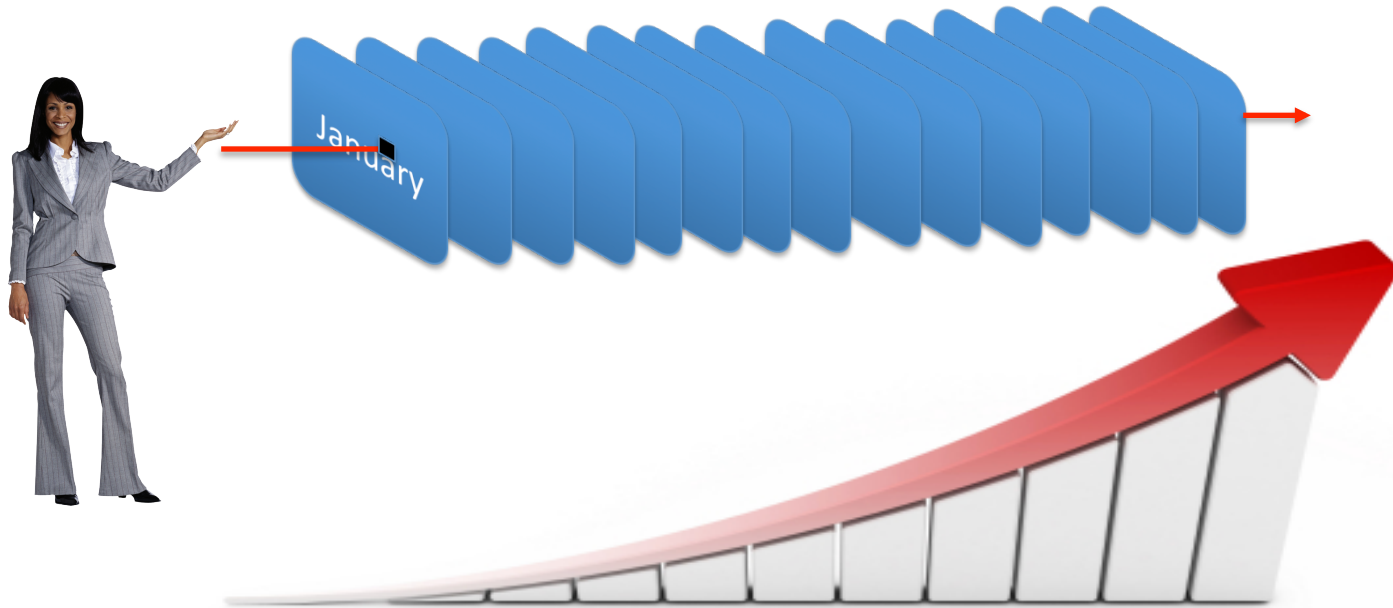
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Moderated support groups to help individuals change their habituated behavior into:

- Conscious competence to take charge over own internal Responsibility Process
- Willing and able to face and own problems
- Becoming more humane, real, and authentic in how they talk to each other about problems and upsets
- Modeling true responsibility as leaders and inspiring it in followers

Rapid Incremental Transformation

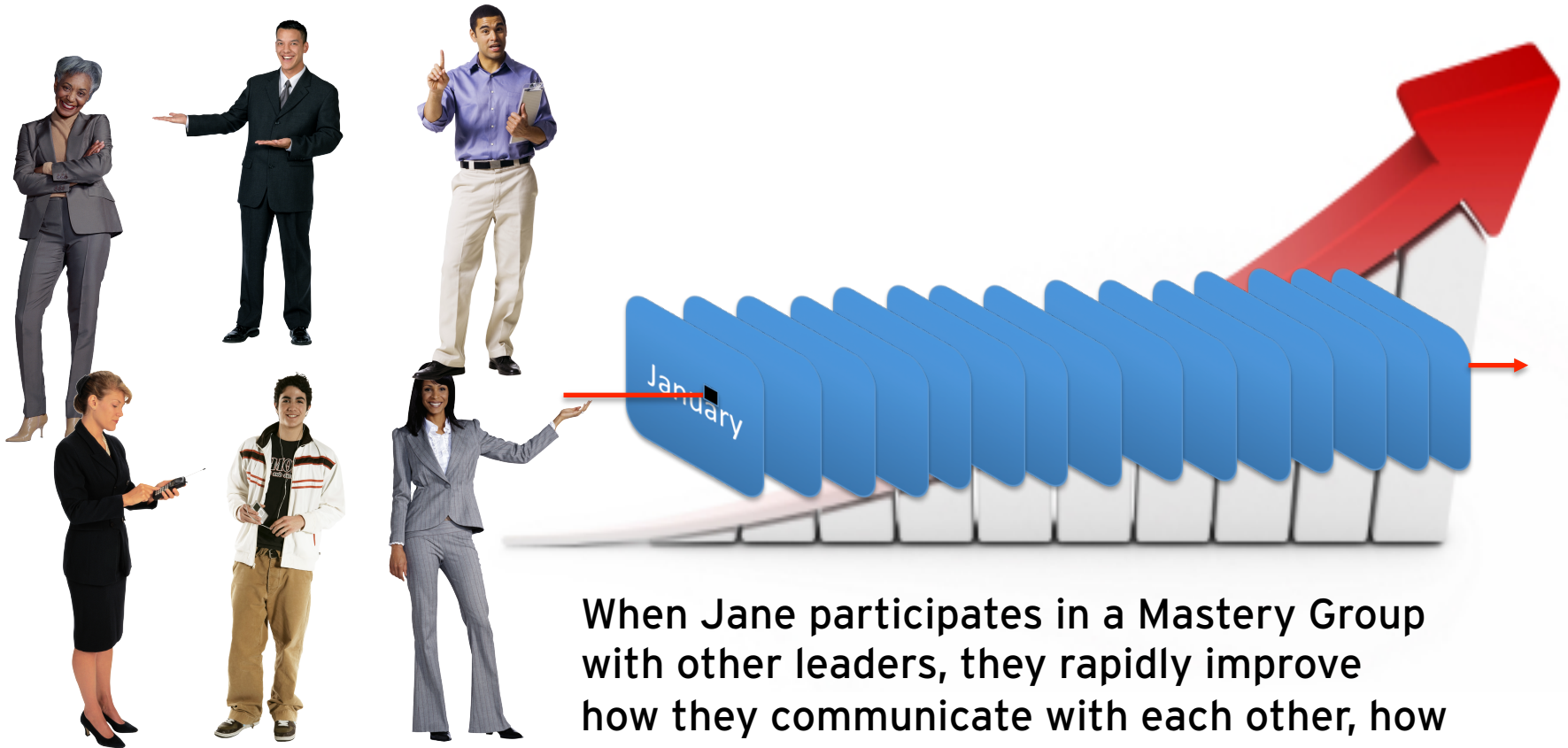
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As top leader Jane experiences breakthrough after breakthrough, she develops more power over her coping habits and stressors. Her ability to face challenges accelerates, and so does her performance.

Leadership Team Transformation

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When Jane participates in a Mastery Group with other leaders, they rapidly improve how they communicate with each other, how they address problems together, how they support and challenge each other, AND they skyrocket their performance and happiness.

System Transformation

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When members of the organizational eco-system witness how Jane and other top leaders step up and own problems both individually and together -- along with the freedom and engagement it creates -- those members step up too.

Practicing responsibility gets into the fabric of the organization delivering performance and sanity everywhere. Cement this in your culture by promoting and back-filling based on who best practices responsibility.

Flexible Implementation

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SAMPLE MASTER ROLL OUT

MONTH 1 2 day kick-off. Mastery Group call	MONTH 2 Mastery Group call	MONTH 3 Mastery Group call	MONTH 4 1 day workshop. Mastery Group call	MONTH 5 Mastery Group call	MONTH 6 Mastery Group call	MONTH 7 1 day workshop. Mastery Group call	MONTH 8 Mastery Group call	MONTH 9 Mastery Group call	MONTH 10 1 day workshop. Mastery Group call	MONTH 11 Mastery Group call	MONTH 12 Mastery Group call	Group 1	
Group 2	MONTH 1 2 day kick-off. Mastery Group call	MONTH 2 Mastery Group call	MONTH 3 Mastery Group call	MONTH 4 Mastery Group call	MONTH 5 1 day workshop. Mastery Group call	MONTH 6 Mastery Group call	MONTH 7 Mastery Group call	MONTH 8 Mastery Group call	MONTH 9 1 day workshop. Mastery Group call	MONTH 10 Mastery Group call	MONTH 11 Mastery Group call	MONTH 12 Mastery Group call	
Group 3		MONTH 1 2 day kick-off. Mastery Group call	MONTH 2 Mastery Group call	MONTH 3 Mastery Group call	MONTH 4 Mastery Group call	MONTH 5 1 day workshop. Mastery Group call	MONTH 6 Mastery Group call	MONTH 7 Mastery Group call	MONTH 8 Mastery Group call	MONTH 9 1 day workshop. Mastery Group call	MONTH 10 Mastery Group call	MONTH 11 Mastery Group call	MONTH 12 Mastery Group call

Success Case – FORTUNE IT Org

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800-member ITS organization (*Fortune 300*) is strategically focused on building an agile and responsible culture by, among other steps, focusing on leadership development using the Leadership Gift™ framework.

This case study profiles the company, department, and timeline, then presents some initial results and next steps.

IT Spend		\$155 Million	
		Leaders	
Staff		Directors	5
Employee	611	Managers	15
Contract	227	Team Leads	27

Success Case – FORTUNE IT Org

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Timeline

Months 1-6	Months 7-24
80 formal and informal leaders participated in 2-day Cross-Functional Leadership workshop	Thirty leaders participated regularly in three Mastery Groups. Select one-on-one coaching for a few leaders

Positive results accrued for the ITS organization and their business customers.

Success Case – FORTUNE IT Org

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Qualitative Impacts

1. Responsible and Collaborative Attitudes and Behavior

- 80 workshop participants remain enthusiastic and vocal about using, spreading, and expanding the concepts, tools, and lessons.
- Language and tools are being learned and adopted even by project managers and teams that did not attend.

2. Using the Language of Responsibility

- The Responsibility Process™ language is broadly used throughout the leadership culture.
- People are catching and stopping irresponsible thoughts and actions and replacing them with responsible and resourceful thoughts and actions.
- Compared to before, there is far more rapid, truthful, and respectful communication as well as agile and adaptive response to change and uncertainty (i.e., rapidly learning, growing, and achieving).

3. Leadership Resourcefulness Distinctly Improved

- Leaders report resolving potentially irritating issues in minutes that formerly required revisiting across many weeks of leadership meetings.
- There is also an unusually low “noise” level (bickering, rumors, complaints, etc.) during a period of organizational upheaval – budget-cutting, down-sizing, and large-scale ERP implementation. Instead, leaders are owning the situations and taking resourceful actions.

Success Case – FORTUNE IT Org

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Quantitative Impacts

1. Six New Line Supervisors Fully Functional Six Months Faster Than Expected

- At the beginning of the timeline, six individuals were moved into supervisory positions. Through Mastery, they developed far more rapidly than expected, and contributed an extra 1/3 year at full productivity. Today they are confident, respected, collaborative, contributing leaders.
- Direct Savings: $1/3 * 6 \text{ supervisors} * 6 \text{ months} = 1 \text{ FTE}$

2. Solution Delivery Process (SDP) Accelerated by 3 to 5 Months

- At the same time that the new supervisors were coming up to speed, the organization was engaging in a CMMI 3 activity to strengthen the Solution Delivery Process. That effort ran smoothly and ahead of schedule to the delight and amazement of the CMMI 3 consultant and auditor.
- Direct Savings: 50 people part-time, $\sim 7 \text{ FTE} * 3 \text{ months} = 2.5 \text{ FTE}$

3. Gallup Workplace Quality Scorecard Up Significantly

- Ten of twelve items measuring employee engagement improved significantly (0.2 movement and greater) during the Mastery program. This occurred in spite of two other organization-wide change efforts that could have had a negative effect on engagement scores.

Success Case – Closely Held

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CEO adopted the Leadership Gift as a central organizing principle to develop an ultra high-performing culture.

PROBLEM

- Bleeding money, bad reputation
- Worst employer in town

SOLUTION


- Mastery for leadership team
- Trained every employee annually including janitors

RESULTS

- Culture of responsibility developed rapidly
- Company operating at the top of its industry in every metric
- Margins 7x industry average
- Company recently sold for a 10X multiple

Success Case – Closely Held

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Year	Revenue	Number of People	Wages	Net Margins	P/L Result
2001	\$4 million	120	\$1.6 million	0	1.9 Million
2009	\$13 million	55	\$2 million	15%	
2012	\$16.5 million	65	\$2.2 million	24.5%	Sold for a 10X multiple