

VERTICAL DEVELOPMENT



LEADERSHIP COHORT



LUMENESSENS



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BACKGROUND

Modern-day leaders not only need leadership skills. They need to be improving their inner game constantly.

Modern-day leaders not only need leadership skills, but they need to be improving their inner game constantly.

In the most successful organisations:


Leaders understand that everything happens through relationships, and they know how to **cultivate authentic relationships** within their teams, but also with their peers.

There is a culture of **Everywhere Leadership**, not only those in official positions of power in the organisations. In the modern organisation, **everyone** needs to think, share responsibility for progress and solutions, everyone needs to be engaged. Those in official positions of power know how to cultivate this in those that they lead, and they understand how to create **high-performance, autonomous teams**.



They are **clear and enthusiastic about the vision for the organisation** – a vision that includes the **bigger purpose** of the organisation – so they can inspire the hearts and minds of both Employees and Customers.

Leaders understand that they lead through speaking, and they are highly **competent communicators**.

They understand that the world is **Complex, rather than Complicated**^[1], and know how to work with emergence, change and 

They are **efficient and trusted** by those they lead to **remove organisational impediments**.

They are committed to their **learning and growth** as much as to those they lead. Executive leaders set the example by constantly growing their inner agility.

^[1] Cynefin framework https://en.wikipedia.org/wiki/Cynefin_framework

LEADERSHIP DEVELOPMENT

Leadership is acquired and cultivated, not an inborn quality that some people have and others don't. There are generally **two ways to develop leaders**:



Attending formal leadership development programs that focus on sharing knowledge to build competencies, and

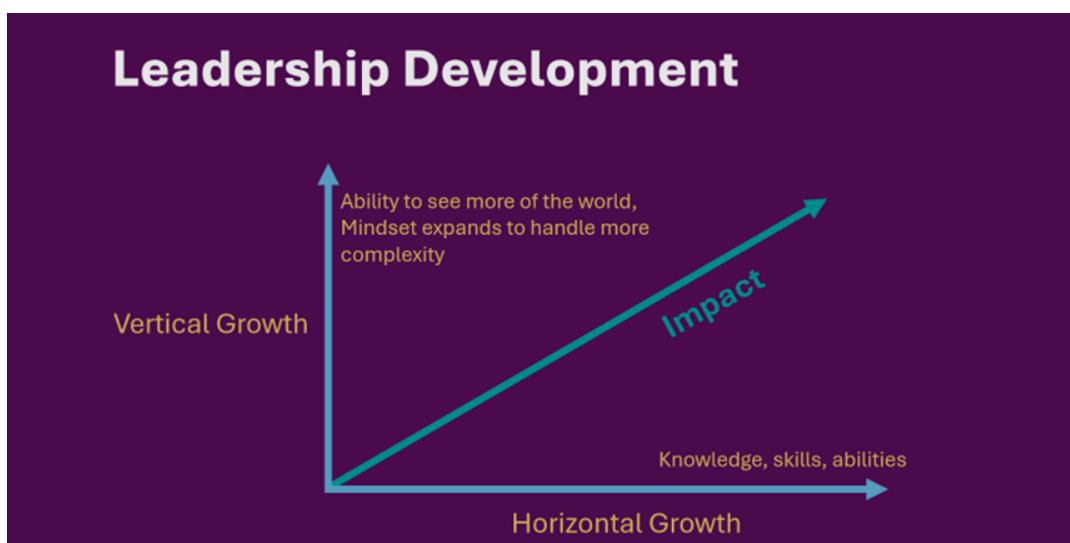


Coaching

Formal programs are mostly classroom-based. Even when it is from the back of the room, training is considered faster and cheaper. However, even when the learning is experiential, it lacks context and in-the-moment application to the leader's day-to-day problems, behaviour, and leadership presence. Therefore, the program's value fades over time, and except for one or two individuals, people return to their old status quo.

On the other hand, individual coaching focuses mainly on the person's inner game from their point of view and, therefore, does not fully see the person in relationship with others. Team coaching focuses on the relationship between leaders and individual leaders, so it goes further than individual coaching. However, if leaders need basic skills, they are excluded, by design, from the coaching initiative.

The two approaches roughly correspond to two distinct but related aspects that must be developed to lead others successfully – horizontal and vertical growth. The diagram below shows that both are important to maximise impact.



OUR APPROACH

Our approach, therefore, favours an intervention that simultaneously focuses on both. Whilst knowledge acquisition takes place through online learning and in-person skills drills, the heart of the program focuses on:

Constantly paying attention to how people are showing up in the moment

Naming and enquiring into how close or far away they are from their desired impact and style – how they would like to show up ideally



Unpacking what is standing in their way and how to get past it

What they need to practice

The program is stretched out over 8 months because behavioural change does not happen overnight, and for the change to truly integrate, it has to be supported by practice. The learning cohort members are there to support one another but essentially to ensure that the learning that happens in the structured sessions moves out of the classroom into the day-to-day.

Integrating the learning into every participant's everyday work is vital to true transformation. The executive team, therefore, has a role to play as well—their expectation of every participant is part of the participant's objective.



FORMAT

The basic format of the program is:

Eight modules, each 4 weeks in duration and each with a distinct theme. The program is conducted over eight months. Each module consists of the following components:

- 🌱 The **knowledge acquisition** component for the module, available in the online learning environment.
- 🌱 Two weeks later, a 4-hour in-person Leadership Workshop devoted to **case-in-point learning** as described above.
- 🌱 The following week, a small group session of 3-4 people for thirty to sixty minutes, designed to create **dialogue and reflection** within every group, helping one another solve problems they are experiencing when changing how they are doing things or showing up in their respective areas.
- 🌱 The week after a ninety-minute virtual **group coaching** session, the topics to be coached are brought in by the participants, not by the group leaders.
- 🌱 In the final week of the module, another small group session will be held to **conclude the learning and cement the changes to their practice**.

ASSESSMENT AND COMMUNICATION PROFILE

- 🌱 The program starts with a **360-degree leadership assessment** and a 90-minute debrief. The assessment is the most comprehensive leadership assessment available and measures 27 aspects of leadership, including skills, competencies, and inner qualities. This provides a basis for growth for each leader.
- 🌱 Later in the program, a self-typing **communication profile** will be done by the participants in preparation for the Dialogue module.

The cohort is **limited to 12 participants** to provide an optimal learning experience.

CURRICULUM

01

Setting the Stage for High Performance

- Creating resilient relationships
- Behavioural agreements
- Psychological safety and psychological challenge
- Forming and Growing teams

02

Managing and Leading in a VUCA world

- Cynefin Sensemaking model
- Sense and Respond leadership
- Leadership capability and vertical development
- Leading in an ever-changing environment

03

Leading Self-Managing Teams

- Fostering self-organisation
- Centralised vs Decentralised decision making
- Motivation

04

Developing Self

- What are the elements of great leadership?
- How am I showing up?
- What is my vision for my leadership?
- How do I develop myself?
- How do I develop into a strategic leader?
- Leading in an ever-changing environment

05

Developing Others

- Empathy
- Listening skills
- Coaching vs advising
- Leading in an ever-changing environment
- Deliberately Developmental environments

06

Dialogue: the basis for decision-making, problem solving, innovation and accountability

- Communication styles
- Communication patterns / structures
- High stakes behaviour
- Generative dialogue

07

Staying on Track: strategy execution, planning, accountability

- Co-ordinating work
- Accountability
- Progress tracking 2.0
- Dealing with change

08

Collaboration: within and between, dealing with conflict

- Consolidate the learning and development on self, others and dialogue from the previous modules
- Focus on true facilitation and facilitation tools

MEET THE COHORT LEADERS



Antoinette Coetzee

Antoinette is an ex-software developer who took a detour through academia to her current role as a professional coach. With extensive experience in Enterprise Agile transformations supplemented by formal studies in the leadership and organisational development field, she now focuses on developing leaders and leadership teams to foster inner agility, harness complexity and create Deliberately Developmental environments within their organisations. Her deep interest in human transformation spans both individuals and collective levels.

Her coaching approach is built on the principles of Vertical Development, Organisational and Relational Systems Coaching, Dialogical Leadership, and the work of Virginia Satir. Antoinette believes that true change is driven by Presence and Heart, allowing her to create transformative experiences by inviting the work to happen through her rather than by her. In addition to working with organisational leaders, Antoinette enjoys mentoring and supervising coach-leaders. She dedicates significant time to offering formal training, supervision, and cohort programs to strengthen the foundation of professional coaching in the Agile community.



Joanne Perold

Joanne is a globally acclaimed Agile Coach, Certified Scrum Trainer, keynote speaker, and facilitator. She's held senior leadership roles for many years and uses this experience in her work as an executive coach. She leverages her deep understanding of complexity and systems thinking to bring holistic perspectives to the organisations she partners with.



She has been consulting in and training agile methods for over a decade and combines her experiences as an internal coach and facilitator with her experiences as a consultant.

She loves to learn and keeps learning; recently, she has deepened her coaching skills with a Satir coaching course. She brings the human aspects of Virginia Satir's work to many of the elements of her coaching, training and her work with leadership.

In her spare time, you will find her cooking, wine tasting, reading, or running in the park with Harley and Bella.

COSTING

The pricing structure for the cohort is:

- 🔑 Monthly fee, inclusive of all delivery and coaching – R50,000 + VAT, for 8 months.
- 🔑 Includes Leadership Circle 360 assessment and 90-min debrief at the start of the program, for 12 people.
- 🔑 Includes Behavioural Maps self-assessment and 60-min debrief, for 12 people.
- 🔑 Includes one individual coaching session for each of the 12 participants at the end of the program to discover continued learning.
- 🔑 Does not include additional individual coaching sessions for participants. Additional coaching sessions are priced at R1,500 + VAT per hour.

DEPENDENCIES

Leadership must be practised, not only learnt in the classroom. Therefore, the work must be integrated into people's day-to-day management and leadership. The support and feedback from Executive leaders are therefore vital to the success of the program.

REVIEWS

We are led by the outcome of initiatives and constantly inspect and adapt. We typically hold a monthly review session to evaluate progress and refine processes.