Change Champions Program

prepared by MOBIUS EXECUTIVE LEADERSHIP

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Change Champions Program Overview

Mobius Change Champions Program is a high performance accelerator targeted at change leaders within an organization. The program, a field and forum learning experience, helps the organizations' future leadership talent increase their ability to lead organizational change during turbulent times or owners of change work streams lead a large scale organizational transformation.

The program focuses on four pillars of leadership capability building:

- Leading Self/Personal Mastery
- Leading Others/Interpersonal Skills
- Leading Teams
- Leading Systems/Driving Organizational Health

Through the program participants heighten their self-awareness and increase their leadership skill set including, but not limited to:

- conflict resolution and mediation skills
- training in negotiation and masterful conversations
- methodologies for stakeholder management and influence without authority
- change management capability and tools for leading complex systems
- new approaches to action challenges based on participants' field experience
- chances for inner reflection and greater self-understanding and emotional intelligence
- contemplative practices such as mindfulness and centering techniques
- research findings in neuroscience that support these tools and approach

In 2009 Bertelsmann Stiftung released a study of best practices in leadership development programs in the United States. This program includes several of the common elements of effective programs they identified such as action learning, assessment/feedback, formal instruction followed by both coaching and mentoring, and the building of social networks. Likewise, it is modeled on the nine general design principles for programs supporting individual development (see attached box). The study recommends intervening on four levels which closely parallel those addressed by the Change Champions program design: Intrapersonal developmental assessment and theory; interpersonal/team; organizational and systemic.

The elements of the program include highly experiential forum work with a pedagogical cycle of Tell-Show-Do (lecture, practice and then business application) in each of its key subject areas. The faculty includes seasoned trainers/facilitators and coaches expert in the leadership domains covered by the program who are joined by members of the Mobius expressive arts faculty bringing in multi-modal educational experiences to embed the learning and create a strong sense of inspiration, engagement and community in the program experience itself.

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2

The structure of the program also includes ongoing connection to an executive sponsor who is providing guidance and mentorship throughout the program; the establishment of mini-boards to serve as peer learning communities during and beyond the program; ongoing action learning to closely tie the learning to real-work situations and challenges; and close connection between the content of the program and the larger organizational performance transformation underway.

The program's learning goals are closely tied to the client's competencies in their leadership model and the programs graduates would be early adopters who can help drive these behaviors deeper into the organization and role-model the cultural norms being cultivated.

Although the program is tailored to map closely to embed key mindsets and behaviors that have been identified as critical success factors. It is likely to have content related to each of the following key areas:

- Adaptive Leadership/Leading Through Change
- Team Dynamics and patterns of team dysfunction
- Emotional Intelligence and Self-Management
- Distinguishing between protection and learning
- Fostering trust and candor on a team
- Storytelling, Presentation skills and skills for motivating/enrolling others

- Social Network
- Problem Solving
- Effective Decision Making
- Execution and Accountability
- Innovation, Creativity and Inclusion
- Strength based coaching and
- Immunity to Change and managing resistance
- Understanding systems dynamics and structural traps

Nine General Design Principles for Programs Supporting Individual Leader Development

1. Reinforce/build a supportive culture
2. Ensure high-level sponsorship
3. Tailor the goals and approach of the program to the context
4. Target programs toward specific audiences
5. Integrate all features of the program
6. Use a variety of learning methods
7. Offer extended learning periods with sustained support
8. Encourage commitment to self-development
9. Commit to continuous improvement

The program focuses equally on the forum experience as on the field work and the months between the in-person sessions are a vital time for action learning and group coaching calls. Additional reading and personal practices are also implemented to maintain the learning underway in the program.

We will be honored and delighted to work with you in customizing and offering this program.
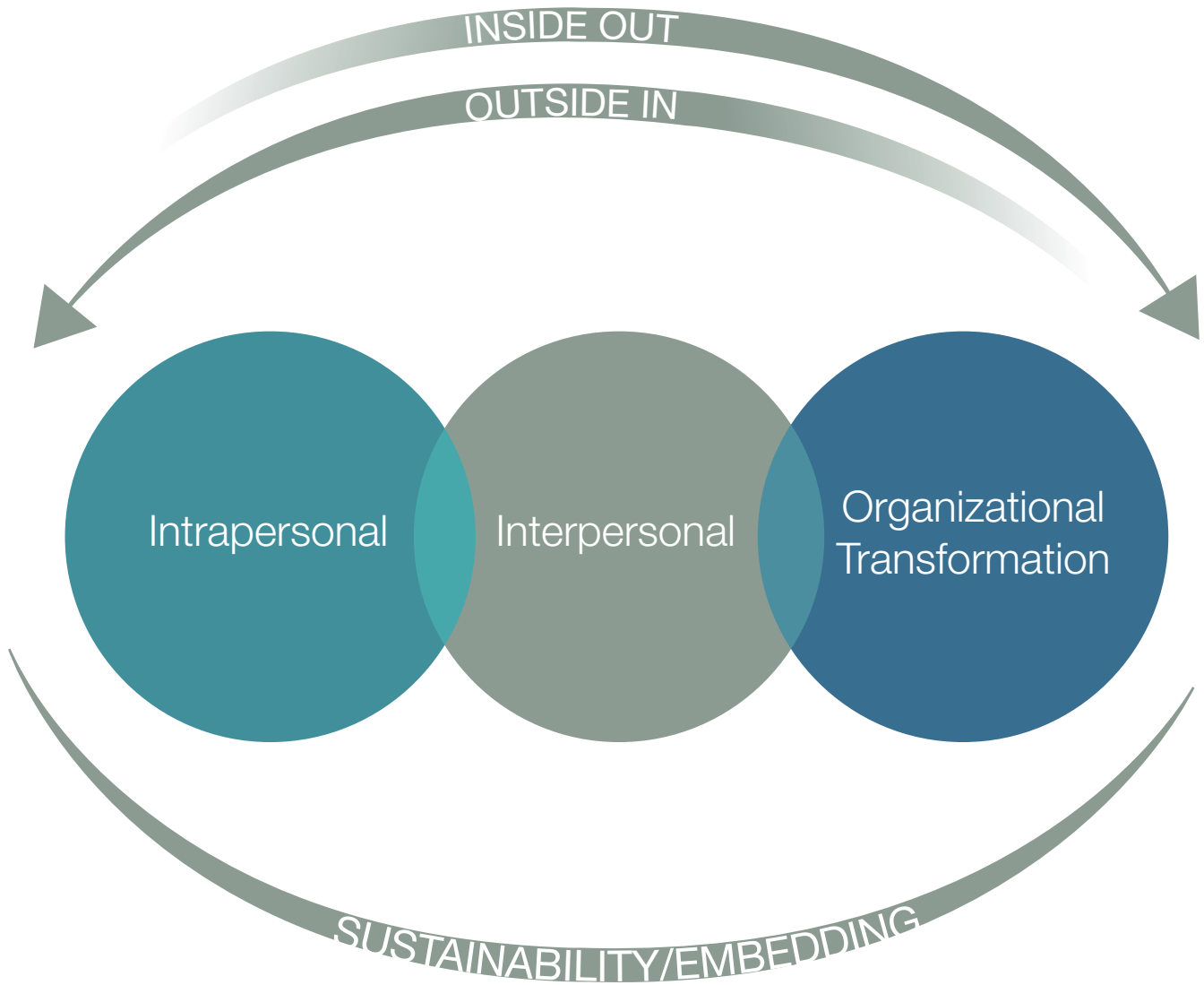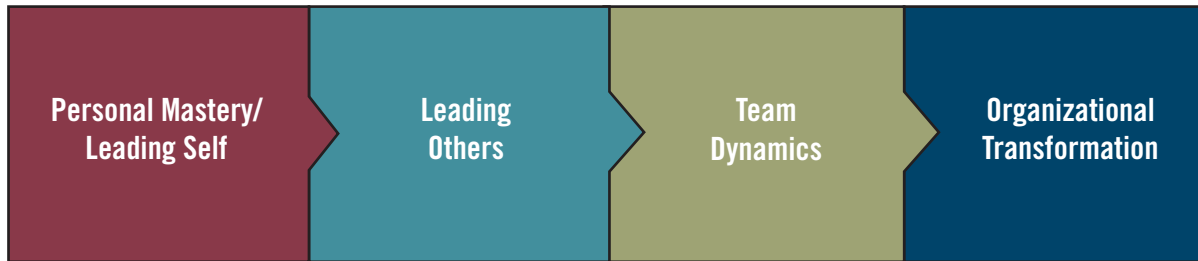
Warmest best,

Amy Elizabeth Fox

Amy Elizabeth Fox
Chief Executive Officer

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3

MODEL OF CULTURE CHANGE

INSIDE OUT

OUTSIDE IN

Intrapersonal

Interpersonal

Organizational Transformation

SUSTAINABILITY/EMBEDDING

INTEGRATED THREE-LEVEL INTERVENTION

| Personal Mastery/ Leading Self | Leading Others | Team Dynamics | Organizational Transformation |

Mobius' Change Champions programs focus on consolidating change leadership competencies at three levels: leading self, leading others, and leading organizational change.

Personal Mastery/Leading Self

Every team has its own code for success. This is driven by the ability of all individual members to understand their own boundary profile—how they respond under pressure—and that of each other individual team member. It is supported by team members heightened self awareness, emotional intelligence and adaptive leadership. High levels of personal mastery enable team members to provide calm, strength, and flexibility during periods of organizational stress and dynamism.

Leading Others/Team Dynamics

The success or failure of the team is often driven by their ability to understand and respect each other's differences along these vectors. Successful team members are able to shift and tune their personal style and behavior to sync with others. Strong teams are able to think creatively, make sound decisions, surface dissent, resolve conflict and support each other's continued growth and engagement.

Organizational Transformation

People work in a context; in that context behaviors are sustained and reinforced by structures, processes, procedures, rules, written and unwritten. The tension between the values in action and the espoused values by which the organizational and systems dynamics are driven is a critical gap to be examined and addressed.

In understanding how an organizational problem works it is of crucial importance to identify key systemic levers to enable a sustainable shift in day-to-day behavior. Understanding systems dynamics allows you to pace change appropriately, avoid fixes that backfire and costly unintended consequences. Effective change efforts enable an organization to transform and create whole new strategic possibilities while preserving what is essential to their greatness.

OVERVIEW OF THE CHANGE CHAMPIONS PROGRAM

ASPIRATION	**Develop the next generation of emerging leaders as 'centered leaders'**—Leaders who understand how to use their personal leadership more effectively to influence positive shifts in mindsets and behaviors as enablers of high performance and accountability in their organizations
CORE PROCESSES	**Select, develop, deploy, and sponsor** these leaders so they can drive performance improvement efforts by: • Role modeling desired mindsets and behaviors in their daily work context and working with senior and frontline leadership to embed desired behavioral modeling at the top • Inspiring and coaching others to integrate and take accountability for desired change in ways of working • Creating teams who are better aligned, make effective decisions, and execute faster to deliver breakthrough results **Consciously network** these leaders among themselves and with other senior resources and coachees to: • Support their learning and growth • Enable collaboration across organizational boundaries to accelerate cultural change • Encourage risk taking to innovate and accelerate performance transformation in the work context • Help embed the organization's leadership model
MEASURE AND TRACK IMPACT	**Track and measure impact** on the organization and the leaders themselves. • Ability of these leaders to elevate impact of performance initiatives • Followership and 360-degree feedback • Self reported fulfillment, career advancement, retention and employee engagement

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6

CHANGE CHAMPIONS PROGRAM: *Outcomes and Content*

OUTCOMES FOR TRAINEES

Participants will be able to...

Accelerate the impact and sustainability of desired mindsets and behaviors (M&B) in the context of their work. Leading from strengths in an empowering fashion, providing better guidance, and enabling faster decision making and execution. Specifically, they will be able to…

- Understand how to integrate M&B with other leadership building implementation activities; diagnose change readiness, limiting M&B's and team dynamics and identifying leadership interventions to help execution

- Act as powerful role model of desired mindsets and behaviors (e.g. greater self-awareness and reflective capacity, able to see and shift their own emotional responses to change and limiting M&B's, set high and meaningful personal aspirations, manage their time and energy, develop their support networks, and engage others in high performance

- Set and communicate inspiring and stretch goals and engage others in a change story

- Engage others in courageous conversations and turn these into powerful learning moments

- Improve their team's effectiveness in navigating change while getting strong results (e.g., they understand and know how to work with individual and team dynamics to enable faster and more sustainable change)

- Advise and work with senior leaders to embed desired M&B shifts, based on their deep understanding of what will be required to sustain impact (e.g. use the tools they learned to identify interventions for teams and/or coach leaders)

CONTENT

Participants will learn...

Participants will be exposed to theory and practice of tools to accelerate and sustain change in themselves, their teams, the broader organization and with various teams they may support. The content will cover

Leading Self in context of change (inner work of leadership)

- Personal tools and practices to develop self-reflection capacity, highten emotional intelligence, accelerate learning as a leader, and be a role model of the desired leadership behaviors
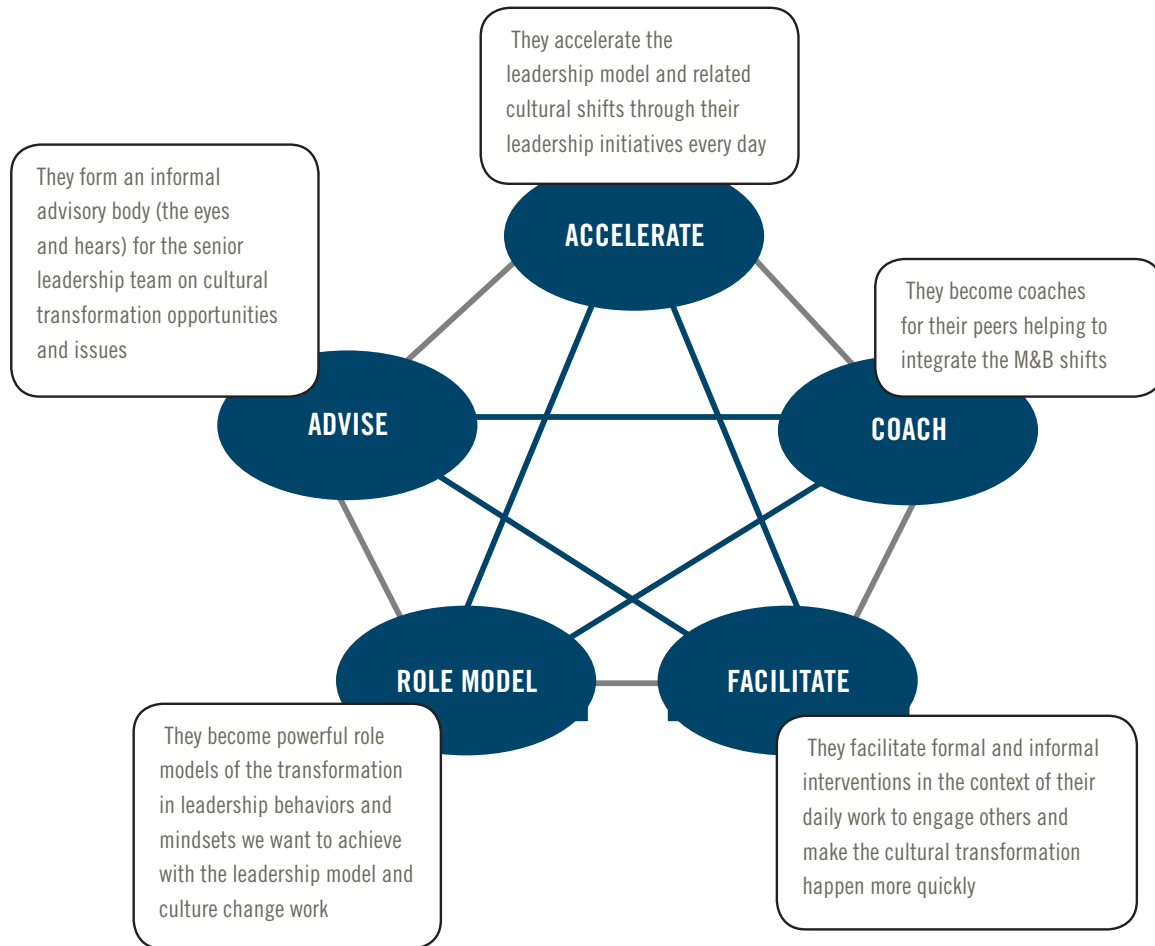
Leading change with others

- Models, tools and practices to inspire, build trust and engage others, and transform difficult conversations and resistances to change into learning

- Ability to work effectively with teams and the broader organizational system dynamics to accelerate decision making and execution and increase accountability

Leading change in my organization

- Providing and fostering energy, innovation and creativity

- Helping effectively set priorities and pace, and sequence cultural initiatives

WHY DO WE LAUNCH THIS PROGRAM?

To create a network of inspiring leaders—"positive deviants"—who are committed to their personal and professional growth, have the competencies and energy to accelerate and sustain the cultural and performance transformation, and have the internal network and support to make the shift happen faster within our organization.

They accelerate the leadership model and related cultural shifts through their leadership initiatives every day

They form an informal advisory body (the eyes and hears) for the senior leadership team on cultural transformation opportunities and issues

They become coaches for their peers helping to integrate the M&B shifts

ACCELERATE

ADVISE

COACH

ROLE MODEL

FACILITATE

They become powerful role models of the transformation in leadership behaviors and mindsets we want to achieve with the leadership model and culture change work

They facilitate formal and informal interventions in the context of their daily work to engage others and make the cultural transformation happen more quickly

M&B catalysts are inspiring change leaders in their areas of influence. They understand the Why/What/How of integrating new mindset and behaviors as a foundation to accelerate and sustain the desired cultural and performance shifts.
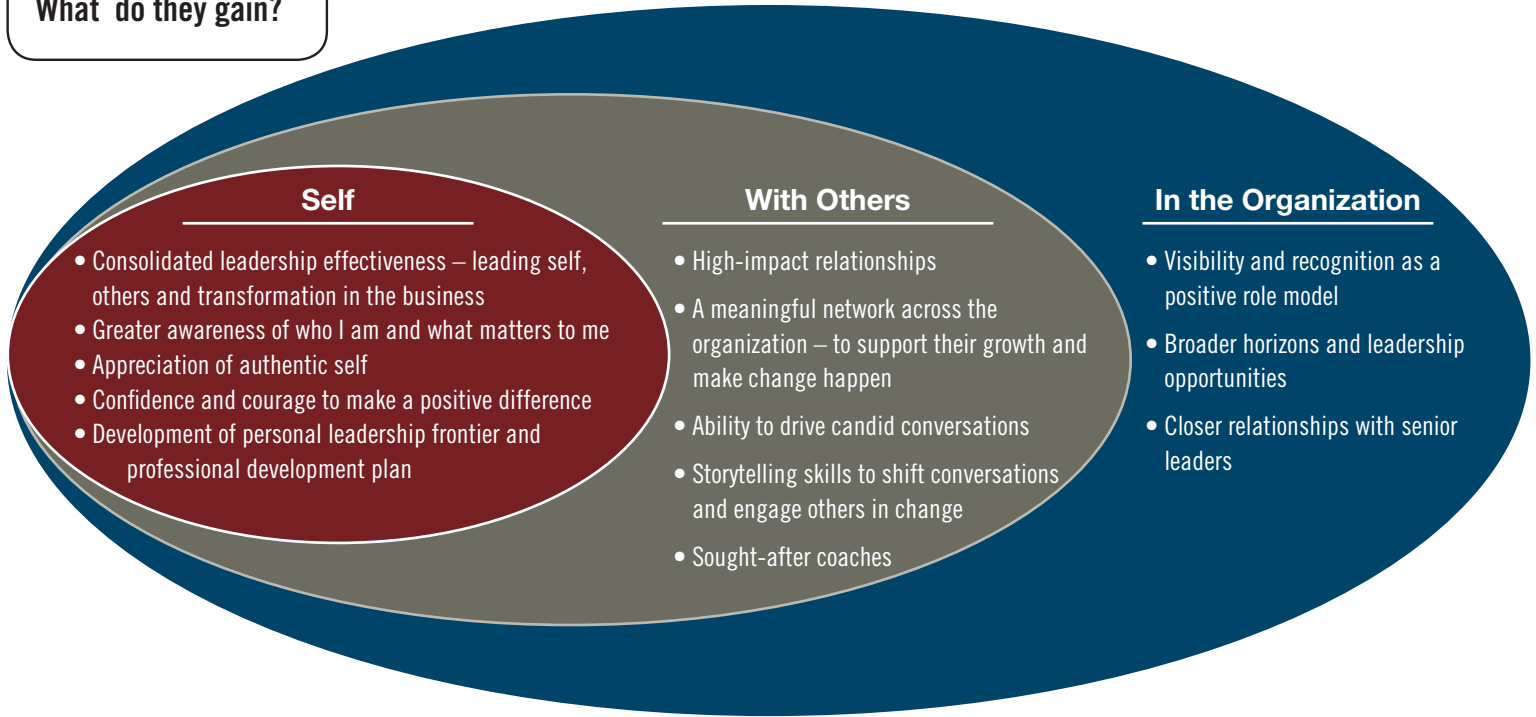
They feel supported by their senior leaders, know how to use their self as instrument of change, how to engage others, what initiatives they can take in the context of their daily work to drive the change in the way we work.

Through their individual daily leadership and as a community, they role model and drive the changes in leadership behaviors we want to see in the organization.

WHAT IS THE VALUE PROPOSITION FOR THEM AND THE ORGANIZATION?

What do they gain?

Self

- Consolidated leadership effectiveness — leading self, others and transformation in the business
- Greater awareness of who I am and what matters to me
- Appreciation of authentic self
- Confidence and courage to make a positive difference
- Development of personal leadership frontier and professional development plan

With Others

- High-impact relationships
- A meaningful network across the organization — to support their growth and make change happen
- Ability to drive candid conversations
- Storytelling skills to shift conversations and engage others in change
- Sought-after coaches

In the Organization

- Visibility and recognition as a positive role model
- Broader horizons and leadership opportunities
- Closer relationships with senior leaders

What do they bring and how do we track their impact?

Self	With Others	In the Organization
• Role model the type of personal transformation, learning, and growth needed to integrate the leadership behaviors we want to achieve with DPS - Tracked through performance contracts with their manager, self assessment tools and participant peer feed-back	• Raise relationship effectiveness with individuals or within teams to drive the performance and cultural transformation needed - Tracked through performance contract and 360-degree feedback	• Accelerate the cultural transformation by adding leadership energy and removing cultural bottlenecks to specific areas of commercial business - Tracking varies based on formal commitment with sponsors and area of initiatives

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9

WHAT COMPETENCIES DO THEY DEVELOP?

Team Dynamics

Adaptive Leadership: Engaging others in context of transformation, uncertainty and disequilibrium

- How can I inspire and engage others more effectively in the transformation?
- How can I support the desired shifts in mindsets and behaviors with the people I influence?
- How can I coach others and facilitate performance dialogues with greater impact in context of organizational shifts?

Organizational Transformation

Acceleration: Knowing how to drive faster and more sustainable organizational transformation

- What is important to accelerate the performance AND cultural change?
- How do I identify limiting patterns and opportunities and use multiple perspectives to generate solutions?
- What initiatives can I take in the context of my daily job to accelerate and sustain the implementation and shift in culture under way?

Competencies

- Engaging in coaching, performance dialogue and other moment of truth conversations
  - Conducting solution-focused inquiry to accelerate learning
  - Listening deeply
  - Storytelling
- Collaborative leadership and decision-making
  - Working with group dynamics and multiple perspectives

Competencies

- System thinking and levels of systemic interventions
  - Innovation and creativity
    - Leading implementation of tools and approaches to shift culture AND performance
      - Conducting diagnostic work
        - Plan, architect, and resource change projects (influence model, work planning)
          - Intervention in moments of truth
            - Managing performance and culture levers
              - Inspiring and engaging others
                - Driving Organizational Renewal

Team Dynamics — Leading Others (Relating)

Organizational Transformation — Leading Organizational Change (Performing)

Personal Mastery
Leading Self (Being)
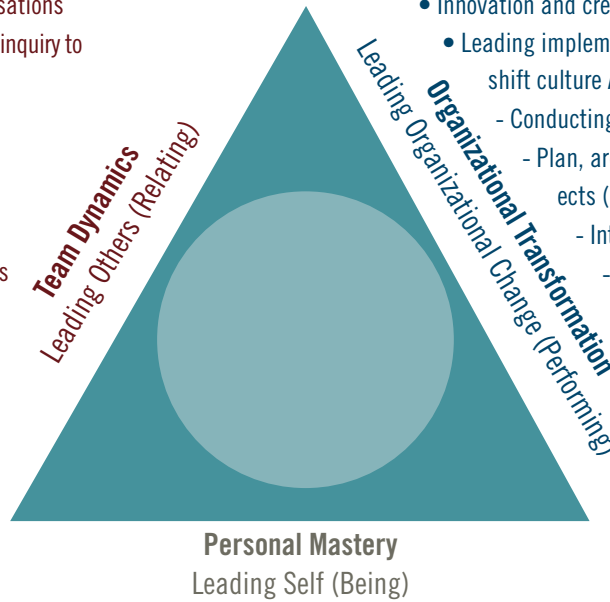
Personal Mastery

Performance: Being a role model of the desired culture

- What do I want as a leader?
- What are my leadership commitments?
- What does it mean for me to be a change leader?
- How can I use myself as an instrument of change?

Competencies

- Meaning - creating personal and shared vision
- Leadership presence
- Personal accountability in the face of change and uncertainty
- Being aware and mindful while in action
- Adopting a learner's mindset
- Self-awareness and emotional regulation
- Exhibiting strength, humor, flexibility and trust

WHAT IS THE DELIVERY MODEL: *CORE PRINCIPLES, FORMAT, TIMING AND FACULTY*

✔ **Modular**: The program consist of forums (to step back, generate awareness, insights, knowledge, and to develop a rich network of exchange and support between participants), field work (to practice while in action in context of their daily work), and coaching (to embed the learning and tailor the learning).

✔ **Holistic leadership development:** Recognizing that system changes happen through individual leaders and networks of individuals, the program focuses on leading change at 3 levels: Leading myself (personal mastery), Leading others (interpersonal mastery), and Leading the business (organizational mastery).

✔ **Community and networks:** To accelerate the learning of participants while fostering an organizational cultural transformation, the program aims to develop a community of change leaders that crosses natural boundaries within the organization.

✔ **In context of business performance:** All learning and application is done in context of driving a successful and sustainable leadership implementation. Participants apply their learning in context of their daily leadership role and are expected to grow as leaders while driving actual cultural and performance impact that benefits the organization.

✔ **Sponsorship and mentorship:** Recognizing that the greatest resistance for change comes from one's own environment, the relevant senior leaders are accountable to support participants. They participate in program events, help participants develop learning contracts and take leadership initiatives that will benefit their learning and the implementation.

✔ **Strength-base change approach:** The program aims to develop "positive deviant" leaders. As such, it focuses less on applying comprehensive change management toolkits and more on the leadership competencies of looking for, identifying, using, and aligning inherent strengths to make change happen at any of the 3 levels of system above.

Field Work Approach: *Learning While Driving Impact*

PURPOSE OF FIELD WORK	**Accelerate Learning** in the context of everyday work **Build confidence and behavioral habits** through practice and feedback **Support the implementation of the new leadership model** **Facilitate networking and co-development** within cohort
COACHING SUPPORT DURING FIELDWORK	**Periodic group coaching calls** in-between sessions (hosted by one faculty) Each participant has a **mentor** from the senior leadership team Participants have a **learning buddy** within the cohort
TYPE OF APPLICATIONS/ FIELD WORK IN BETWEEN FORUMS	In between forums, participants are expected to actively apply their learning in context of their daily work. Choice of field work will vary based on the role of the participant and can include: **Leading self:** series of reading, reflection and journaling activities, meeting with assigned mentor to discuss individual learning plan **Leading others in change:** • Applying the tools of masterful conversations with their teams – coaching, performance dialogue, difficult conversations • Engaging others through deep structured interviews, solution-based inquiry • Cascading the change story or sharing other success or patient stories • Raising the effectiveness of their own team through collaborative leadership **Leading/ accelerating implementation**, e.g., • Supporting M&B trainings or sharing tools and models from the program • Taking initiative internally to accelerate culture change (e.g. communications, HR, etc.) • Leading Key Commercial implementation in their areas or through special assignments and leadership roles

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