

MOBIUS EXECUTIVE LEADERSHIP

Dear Transformational Professionals:

Welcome to the Mobius Strip, a brand new newsletter for coaches, consultants, facilitators and interventionists interested in transformational approaches to our organizational behavior work. While this first newsletter focuses extensively on the offerings of our professional services firm, Mobius Executive Leadership, we very much aspire for future newsletters to be chock full of articles on creative work, thought pieces on pedagogy or change models, and increasingly serve as a space for dialogue, best practice sharing and networking.

Initially this newsletter is being sent as a pdf but by early 2010 we hope to have an on line presence where people can share scholarship, ideas, and referrals. As you will see in the enclosed first edition, we have a strong commitment to spreading word of high level professional trainings in our areas of interest: adaptive leadership, personal mastery, executive coaching, large scale culture change, organizational learning, systems thinking, and emerging technologies in assessment, intervention, top team work, coaching and leadership development.

The Mobius Strip is about leading from the inside out. It is very much about the deep inner work which enables leaders to stand steady and strong in turbulent times. It is about the mindsets for high performance and the insight needed for effective collective decision making. It is about fostering psychological safety in the workplace and driving success from well held aspiration. Its about taking best practices into the public sector and supporting efforts for sustainability and conflict resolution.

The Mobius Strip seeks to support the emergent community of professionals interested in transformation. We are working internally within companies as change agents and organizational leaders, serving as OD and Human Resource professionals and internal coaches, consultants working within professional services firms and external organizational development professionals who orient our work around the intersection of intrapersonal, interpersonal and systemic levers for change.

Our goal is to build an interdisciplinary practice that draws on decades of powerful work in systems thinking, action science, adaptive leadership, process consultation, ontological and somatic coaching, family systems, small group dynamics, negotiation and communication theory and other important contributory streams of thought in the OB space. The transformational approach also draws on personal growth resources such as neuroscience, meditation, dream work, voice dialogue, theatre, improvisation, expressive arts, philosophy and more recent technologies such as organization constellation work, spiral dynamics, integral theory, active imagination, dance and other avenues for awakening the spirit and connecting mind and body. We know that there are amazing practitioners out there and wonderful, inspiring work underway. Let us hear from you. What are you offering to clients? What are you reading? What do you need help with?

Enjoy this very first issue of the Mobius Strip and share it with friends, colleagues and clients. More importantly, please join us in building this practitioner community. Send us your ideas. Share resources. Let's start the conversation.

Warmest best,

Amy Elizabeth Fox

Amy Elizabeth Fox
Chief Executive Officer



THE MOBIUS STRIP

A NEWSLETTER FOR TRANSFORMATIONAL PROFESSIONALS

The State of the Firm

First Four Years: Building the Base

Launched in 2005, Mobius Executive Leadership is just concluding a successful early stage experience. When we began in January 2005 we had an intrepid small group of trainers armed and ready to go with strong negotiation and communication courses. Since then things have grown and deepened significantly: We have built a wonderful book of business made up of clients we are significantly involved with; a global network of practitioners several hundred strong; and expanded our offerings to include six independent lines of service.

Mobius' offerings to clients now include: Diagnostic and Assessment Services, Executive Coaching Services, Capability Training, Leadership Development/Personal Mastery Programs, Intervention Services and Sustainability Transformation tools and trainings offered in conjunction with the AtKisson Group. More on our array of capability training offerings including our newest additions *Restore Yourself* and *Team Effectiveness* can be found later in this newsletter.

We are especially proud of our having successfully completed a pilot phase to partner with a large global professional services firm to offer its Personal

Insight Workshops. As a result of this partnership we are honored to have the members of the North American facilitator community trained by Gita Bellin, Godwin Vaz and Carole Kammen as part of the Mobius faculty. More on the Personal Insight Workshop (PIW) can be found later on in this newsletter. ■

Building the Team, Building the Business

Having weathered the pressure of the downturn with both luck and momentum, Mobius Executive Leadership enters the final quarter of the year with optimism and opportunity. Our existing clients continue to express high levels of satisfaction from the Mobius programs they are running. Equally exciting, a new group of clients is coming on board even as we are building significant partnerships for the future.

We continue to find it deeply gratifying to work with our clients to foster high performing work environments and offer executive development programs tied closely to their business goals. In many cases Mobius clients have brought us in-house to offer training, coaching and intervention services while at the same time sending HR training professionals and senior executives to our learning ▶▶



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Personal Insight Workshop

The Personal Insight Workshop is framed around the key distinction—significant change must be seen not as simply a new way of doing things, but as a radical shift in root perspective. A transformation is as much about alignment and accountability as it is about strategy. Personal Insight Workshops (PIW's) are powerful interventions aimed at initiating and accelerating significant mindset and behavior change within a team, group or organization. These tailored workshops have been successfully rolled out across several Fortune 500 corporations in the context of larger scale performance transformations.

The PIW is a high impact, two-day intervention for up to 30 people delivered by experienced transformational facilitators. Starting with organizational context and direction and for change, the workshop moves into the personal domain. Thousands of executives, managers and front-line workers have experienced the PIW over the past few years, with remarkable organizational and performance changing results.

For more information about this groundbreaking course offering please contact Scott at Scott.Rutherford@Mobiusleadership.com.

programs offered publically. This close relationship enables a rich sharing of applications in context of their organization and a broader sharing of our range of expertise and methodology.

We have recently begun to describe Mobius as living at the nexus between “best practice” and “next practice”. This phrase seems to capture well the seniority of the thought leaders who have chosen to link their practice to Mobius including Robert Hanig, Dianne Argyris, Amy Edmondson, Erica Ariel Fox, Robin Athey and Grady McGonagill. From the Program on Negotiation at the Harvard Law School come senior consultants Linda Netsch, Scott Peppet, Michael Moffitt, Michael Dickstein, Kathy Holub, Rob Ricigliano, John Richardson, Gillen Todd, Jamie Moffitt, Jim Tull, Chuck Barker and Alain Lempereur. In addition, we are privileged to be joined by former McKinsey & Company Organizational Behavior specialist Scott Rutherford and Personal Mastery expert Carole Kammen.

This phase also reflects our inter-

est in building sustained engagement with our clients where our involvement in their organization is immersive and we become fluent in their organizational aspirations and challenges. Lastly, Mobius has grown by embracing others in the field that have unique expertise and experience and working in tandem with these strategic partners to create a world class consortium of client service.

Having built an extensive curriculum of offerings, and pulled together a wide bench of top tier facilitators to deliver our programs in North America and Europe, we are preparing in 2010 to widen our delivery and increasingly serve global clients at scale. We are also entering new markets such as working with family owned businesses and increasingly focusing on the public sector. Our collaborative strategy has always included sponsoring cross-model dialogue, building a community of practice with our alliance partners, and sharing best practices through an ongoing series of Telebridge offerings. We are also in the process

of launching and formalizing a set of partnership agreements several of which are announced in this newsletter. We look forward to a bright future of service, learning and friendship both within Mobius and with our colleagues globally and clients as well. ■

Personal Mastery: Leading from the Inside Out

Our focus on personal mastery derives from our belief that true transformation comes when individuals across a system or an organization as a whole experience transformation firsthand at a deep personal level. In our experience, teams that engage in this kind of longer-term learning journey are more likely to solidify the behavioral changes required for high performance as well as passionately commit to a shared aspiration vision of the future. In order to bring our leadership programs to life and engage participants in dimensional and creative ways Mobius adds expressive arts faculty to many of our training programs.

Our faculty includes actors, theater directors, improvisational experts, pantomime and trapeze artists and production crews for creative set design and experiential exercises. We also work with movement experts, martial artists, yoga practitioners and other experts in somatics and embodied leadership. Finally, we have faculty drawing from the fields of philosophy, ethics, world religions, psychology and spiritual teaching who bring expertise in inner transformation, mindfulness and meditation, dream work, voice dialogue, family systems, values and character development, leadership presence organizational constellation work and other personal growth technologies and fields of human consciousness work. ■



“The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them, changes both the maker and the destination.” --John Schaar, Futurist

Mobius Executive Coaching: A Master Class

Increasingly when we have been receiving requests for executive coaching it is closely tied to a strategic performance transformation effort. The future of executive coaching will demand more of these one-on-one consultative relationships ensuring that long-term behavioral change is tied to the shifts in mindset and behaviors required for wider organizational change efforts.

Our executive coaches are senior experts in the field with strong business acumen and an action learning background. Mobius coaching is a rigorous process of mindset and behavior work, carefully examining the everyday actions and interactions people take, while supporting a deeper inquiry into an individual's underlying beliefs, thoughts, challenges and aspirations. Mobius coaches are drawn from the best trained and most experienced senior consultants, strategists, interventionists, psychologists and executive coaches practicing globally.

Mobius provides opportunities for coaches to work together learning an extensive cross-model coaching approach which includes but is not limited to: action science, systems thinking, organizational evolution and change management, emotional intelligence, organiza-

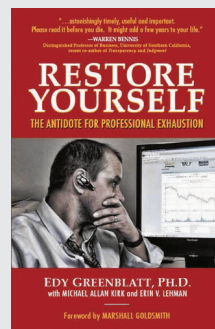
tional learning, appreciative inquiry, adult education theory, negotiation and communication frameworks, neuroscience and somatic coaching, ontological coaching, working with moods and emotions, and mind/body renewal resources. Our supervision groups enable our global cadre of coaches to learn together and share challenges with their coaching clients and consolidate feedback for organizational reconnaissance back to client companies.

Last year, Mobius was able to gather a group of pioneering coaching

theorists in a twelve part master class on coaching which featured John Carter, Julio Ollala, Robert Hanig, Dianne Argyris, Angela Wagner, Jennifer Cohen, Charles Feltman, Curtis Watkins, Sandra Seagal & David Horne, Alex Trisoglio, Roger Burton, Robert Dunham and Leah Kedar. Copies of the podcasts will be available for purchase on our website in the spring of 2010.

Clients interested in our executive coaching services should contact Devra at Devra.Fradin@Mobiusleadership.com. ■

MOBIUS CAPABILITY BUILDING OFFERINGS



Mobius offers a range of organizational development interventions such as top team facilitation, leadership training faculty, individual leadership coaching, mindset and behavior interviewing, organization diagnostic interpretation, team coaching and intervention techniques in large-scale change management consultation. We also offer a range of Capability Building trainings including Negotiation Skills, Masterful Conversations, Resolving Conflict, Presence and Presentation skills, Adaptive Leadership, Systems Thinking, Influence Without Authority, Coaching Skills, Coaching for Front-Line Managers, Interview Skills, and Personal Effectiveness/Time Management.

With the recent addition of Drs. Edy Greenblatt and Erin Lehman we have also begun to offer courses in **Team Effectiveness**, based on the work of Dr. Richard Hackman at the Harvard Business School, and **Restore Yourself** based on Edy's new book *Restore Yourself: The Antidote for Professional Exhaustion*, with a foreword by Warren Bennis.

Professional Development Opportunities

2009 Weekend Retreats with Erica Ariel Fox.

B*eyond Yes: Turning Breakdowns into Breakthroughs* will be offered on **November 13-15, 2009** at the Sophia Institute in Charleston, South Carolina. The Beyond Yes Method is based on over a dozen years of teaching negotiation at Harvard Law School and training thousands of people around the world to transform conflicts. This professional training and personal journey explores the interplay between best practices of negotiation and insights of the great wisdom traditions, moving people from competence toward mastery. During this exciting weekend, you will learn how working with timeless principles and your own life story can deepen and expand your effectiveness to engage and resolve tough conflicts. From working well with clients and colleagues to living well with your family and friends, this program gives you insights and skills to turn stressful situations into success and satisfaction.

More information and online registration are available at www.thesophia institute.org. ■

W*alking Through the Sacred Gate: Creating the New Year that You Really Want* will be offered on **December 18-20, 2009** at the Kripalu Center in Stockbridge, Massachusetts. Make this a year when you experience the onset of the New Year as a sacred passage into a new cycle. Gather with others from around the country at the tender time when one year is ending and another is getting ready to begin. Together, we'll invoke and taste the true mystery of surrendering what is past and creating what will be the future.

- Release worry about whether you are “getting it right”
- Learn to experience a calm trust in the unfolding of your life
- Access intuition and deeper knowing about what you want and need in the next phase of your life
- Discover what you need to let go, in order to welcome a dynamic and radiant future

More information and online registration are available at www.kripalu.org. ■

The Personal Mastery Intensive: Living and Leading Authentically.

This program with Carole Kammen will be offered in the San Francisco Bay area on **November 5-8, 2009** and in the Boston area on **November 12-15th**. A wonderful introduction to Carole's work for newcomers and seasoned seekers alike.

This weekend program will enable you to create the impact you wish to have in your life. This three and a half day workshop will introduce you to new concepts

that will help you:

- Align heart, mind, and soul for creating a new life vision
- Unlock the mindsets and behaviors that interfere with your ability to achieve your dreams
- Become skilled at living creatively and intentionally instead of reactively
- Become the architect of your own authentic life

Using simple tools with like-minded individuals, you will learn, practice, and share the life skills for making long-term changes one step at a time. Through this intensive weekend you will:

- Align your personal purpose with a larger world vision
- Identify your innate strengths, abilities, and unique gifts
- Develop emotional and spiritual intelligence for every area of your life
- Gain skills needed to achieve your goals

To register please see www.pathwaysinstitute.com. ■

“People say that what we're all seeking is a meaning for life. I don't think that's what we're really seeking. I think what we're seeking is an experience of being alive, so that our life experiences on the purely physical plane will have resonances within our innermost being and reality, so that we actually feel the rapture of being alive.”

— Joseph Campbell

“We have no idea of our ability to create the world anew.”
– Peter Senge

Foundations for Leadership: Initiating and Sustaining Profound Change



This program for organizational leaders and consultants will next be held on **March 9-11, 2010** in Cambridge, Massachusetts and facilitated by Peter

Senge and Robert Hanig. The session includes a few interactive lectures, many paired and small group exercises, a simulation game, large group dialogue and regular opportunities for personal reflection. It is appropriate both as a development experience for emerging leaders and a renewal opportunity for seasoned veterans. Small teams are welcome to attend to develop their collective leadership. The group size is limited to 30.

Explore the human sources of natural leadership. Reconnect with your own capacity for generative leadership in this three-day program. Based on the leadership development process described in *The Fifth Discipline* by Peter Senge, Foundations for Leadership is an opportunity for immersion in these concepts, personal coaching and reflection, and enhancing your peer network.

At once intensely personal and inherently collective, the essence of leadership is the capacity of a human

community to shape its destiny, and, in particular, to bring forth new realities in line with people’s heartfelt aspirations. Learning by interaction, participants will gain a deeper understanding of how they can facilitate change, both within their organizations and in their personal lives, through extensive exploration of personal mastery, collaborative inquiry, and the systems perspective applied to sustaining profound change.

The Foundations for Leadership workshop places a strong emphasis on the core learning competency of a creative orientation and the discipline of personal mastery.

Participants spend significant time developing their personal vision as well as one they desire for their organization. Much of the learning arises through the interplay of personal and interpersonal work. The special contribution of this leadership course comes as people discover the profound connections between personal mastery and systems thinking, seeing that deep change in our social systems and in oneself are inseparable from each other.

Registration can be found at the Society for Organizational Learning site, www.solonline.org. ■

Learning to Lead Adaptively. Open Enrollment program from Cambridge Leadership Associates

Learning to Lead Adaptively will be offered on **November 4-5, 2009** in New York, New York and facilitated by Alexander Grashow and Jeffrey Lawrence.

CLA is committed to helping individuals and organizations through these difficult times. This introductory workshop is for executives and managers interested in developing their personal or organizational leadership and adaptive capacity.

The program focuses on the actual exercise of leadership, enabling participants to develop usable knowledge, strategies, and action steps for facing the difficult challenges inherent in changing organizations and communities.

Through a combination of case studies, discussions, small group work and guided reflection, participants learn the paradigms, behaviors and resources of Adaptive Leadership™ that can enable greater and faster progress on what may previously have been insurmountable challenges.

More information and an online registration form are available at www.cambridge-leadership.com or contact jmartin@cambridge-leadership.com, Phone 1-212-228-5130, x805 ■

Upcoming Teleclass with Erica Ariel Fox

Personal Mastery in Turbulent Times

In difficult times, the fellowship of community and spiritual nourishment become essential for personal fulfillment. Ironically, it is precisely at these times when attendance at a retreat or community gathering feels like an indulgence that we cannot allow ourselves. Given the financial pressure so many of us feel, and the simultaneous need for connection and self-development, Mobius Executive Leadership in conjunction with the Global Negotiation Insight Institute is launching a series of teleclasses starting this fall. We hope that this format, which does not require a plane ticket, a week away from home, or a very large financial cost, will enable our community to stay connected and engaged in a course of study during these tough economic times.

During this first teleclass, we will work on a

set of practices together for staying anchored and stable on the inside even when the world feels turbulent on the outside. Participants will be asked to practice the meditations and other exercises a few times a week in between the group calls. Each class will have time for instruction, questions, and discussion.

The three classes serve as a series of consecutive programs, though each will also stand alone. You can register for any one of the classes, for two of them, or for all three. Since we recommend that you take the series, there is a discount for doing the three sessions.

With questions about the teleclass, or suggestions for other topics for another series, please email Cristin at cristin@negotiationinsight.net. Series dates to be announced. ■

Beyond Yes:™ Leadership Mastery and High Performance

Mobius New Hallmark Offering

Erica Ariel Fox's groundbreaking work, our flagship personal mastery offering *Beyond Yes™ Leadership Mastery and High-Performance*, presents the core content of a forthcoming book, *Beyond Yes: Negotiation Mastery from the Inside Out*. This unique and in demand experiential training explores the meeting places of timeless wisdom and spiritual practice on the one hand and the challenges of modern business and leadership on the other. *Beyond Yes™ Leadership Mastery and High-Performance* is based on a dozen years of experience teaching negotiation at Harvard Law School and over a decade training professionals around the world and providing strategic counseling and conflict mediation to top teams.

In this program participants will learn the frameworks and tools needed to lead people and organizations. Unlike other models that focus on behaviors, this course operates from the inside out, building internal qualities one needs to serve as an effective leader. Unlike other personal growth experiences, this course focuses on the business applications of leadership skills, using "real time" coaching to ensure relevance and embedding of the skills.

Lending century old wisdom with emerging leadership practices, this workshop offers a unique and deep immersion into personal development leading to professional mastery. Through mindfulness and heightened self-awareness, communication skills, decision-making skills, execution and vision setting are radically improved. Using a proven methodology, "Archetypes and Autobiography", this program draws on life experiences and current work challenges to foster insights and breakthroughs that lead to high-performance. ■



Erica has begun offering this content as a Keynote Speech as well as an abbreviated version of the *Beyond Yes™ Training* in both one and two day formats. The full *Beyond Yes™* program takes a group of change leaders or executives through a six to nine month field and forum learning journey. Clients interested in exploring *Beyond Yes™* offerings should contact Erica@Mobiusleadership.com.

New Mobius Partners

Wealthbridge Partners

Mobius Executive Leadership is proud to announce a new partnership with Wealthbridge Partners, one of the premier firms providing strategic advisement and leadership development services to family-owned businesses and high wealth individuals. Wealthbridge Partners offers bespoke learning programs directly to families and through select institutions. They offer assessment of individual and family needs, customized programs, and measurable results. Their offerings include four domains of particular relevance to wealthy families including: financial fluency, the dynamic family, leadership and governance, and peak performance. All programs are taught by expert faculty providing cutting-edge content and engaging learning experiences.



Ellen Perry is the founder and Managing Partner of Wealthbridge Partners, LLC. She has 20 years of experience serving as a strategic advisor for families of substantial wealth. During this time she gained perspective on the many ways wealth affects families, and developed expertise on practices that substantively enhance the life of a family and its individual members. Before founding Wealthbridge Partners, Ms. Perry was the co-founder and CEO of Asset Management Advisors, a multi-client family office, and Teton Trust Company, its affiliated private trust. She is a frequent speaker, author and advisor on family wealth strategies that create and sustain great families throughout multiple generations. More information can be found at www.wealthbridgepartners.com. ■

LifeSpeak on Demand

In the fall of 2009 Mobius will partner with LifeSpeak to add leadership curriculum to its online learning library and in early 2010 many of our offerings will be available on line.

Work. Learn. Thrive. Anywhere. Anytime.

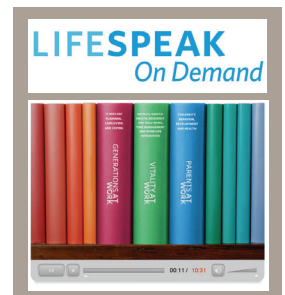
Mobius is pleased to announce a partnership with the LifeSpeak On Demand to collectively offer two series that provide high quality streaming video to employees worldwide. This innovative approach to delivering training will enable our clients to share Mobius curriculum and content, presented by seminal thought leaders in their fields, to their full global work force. The video content can be offered anywhere, anytime, easily. This product has all the attributes of our live workshops, providing high calibre expertise and advice on important managerial and executive challenges.

However, in this format, the content is available at times and locations that are convenient to them and available as their specific needs arise. The series can also be used to help sustain and embed classroom learning.

LifeSpeak Leadership Series:

This remarkable set of videos focuses on leadership and high performance and features Mobius senior consultants such as Erica Ariel Fox, Robert Hanig, Carole Kammen,

Anne Gottlieb, Paul Silverman, and others. The videos focus on critical topics for leading in turbulent times. These include negotiation, communication, adaptive leadership, psychological safety, personal mastery, leadership presence, personal effectiveness, team dynamics and change management.



LifeSpeak Wellness Series:

The second set of videos focuses on issues of health and wellness drawing from a select panel of North America's most acclaimed and knowledgeable medical and family experts. This library consists of clips from each of the Parents At Work, Vitality At Work and Generations At Work LifeSpeak programs. These modules offer critical information and emotional support to employees in the areas most critical to their own lives, both personal and professional. ■

Clients interested in subscriptions to either the leadership or wellness online educational programming should write to Cindy at Cindy.Grossi@Mobiusleadership.com.