

THE MOBIUS STRIP

A NEWSLETTER FOR LEADERSHIP PROFESSIONALS

Where Best Practice Meets Next Practice

I often describe Mobius as living at the nexus of best practice and next practice. Building on vital contributions in the field of organizational development and adult learning, we bring holistic approaches to coaching, training and large scale change work. These include more classic approaches to capability building such as negotiation skills, interpersonal communication and conflict resolution skills training. We offer other interventions designed to enhance personal effectiveness, leadership skills and change agility.

At the same time we have been drawing on more expressive arts and transformational practices to expand the EQ and SQ elements of our work. These have included meditation, voice dialogue, organizational constellation work, movement and music, pantomime, and theatre. Leading from this integrative edge has allowed us to help clients move out of their existing mindsets and experience breakthroughs in performance, motivation, accountability and creativity. It's been a very exciting few years and gratifying for our practitioners and clients alike.

For example, in the last several years as part of the Personal Insight Workshops we have been teaching a meditation tech-

nique called Dynamic Heart and Mind Practice. Designed as a grounding and centering practice this guided visualization can help focus thinking, enhance imagination and increase emotional intelligence. During this same period, in other leadership courses we have been offering participants a chance to learn biofeedback using a technology developed by HeartMath which can help people to learn to manage their own strong emotions and moods. This kind of tool can increase optimism, lower stress and support positivity.

While on the surface these practices could appear esoteric neuroscience research has increasingly demonstrated a close link between brain patterns and key business imperatives such as collaboration, innovation, problem solving and risk management. In this issue of the *Mobius Strip* we are delighted to share two articles which offer research support for our approach to leadership development.

In the first such article I have asked our new alliance partner Dr. Srin Pillay, a neuroscientist at Harvard Medical School, to share key points from a plenary speech he gave on *Neuroscience and Diversity* for a mutual global pharmaceutical client. I am incredibly touched by Srin's assertion that when we allow ►►

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Mobius Executive Leadership

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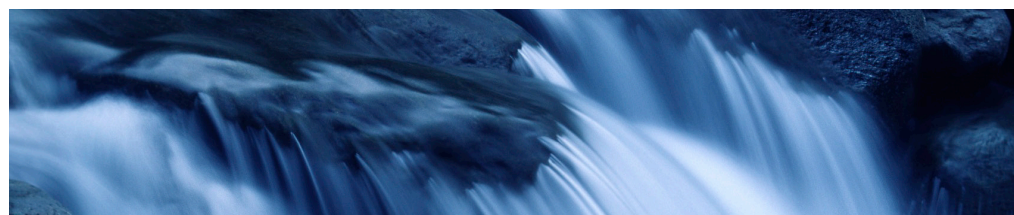
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A NEW LENS ON LEADERSHIP

The shift is to believe that the task of leadership is to provide context and produce engagement, to tend to our social fabric. It is to see the leader as one whose function is to engage groups of people in a way that creates accountability and commitment.

In this way of thinking we hold leadership to three tasks:

- Create a context that nurtures the alternative future, one based on gifts, generosity, accountability and commitment;
- Initiate and convene conversations that shift people's experience, which occurs through the way people are brought together and the nature of the questions used to engage them;
- Listen and pay attention.

Convening leaders create and manage the social space within which {participants} get deeply engaged. Through this engagement {participants} discover that it is their power to resolve something or at least move the action forward. Engagement, and the accountability that grows out of it, occurs when we ask people to be in charge of their own experience and act on the well-being of the whole. Leaders do this by naming a new context and convening people into new conversations through questions that demand personal investment.

Excerpted from *Community: The Structure of Belonging* by Peter Block

colleagues to be isolated or fail to include their ideas, consider their needs or build genuine relationships with them, their resulting loneliness will limit not only their contributions but our own ability to think and innovate. Our mirror neurons simulate their loneliness and its brain pattern in our own mind. This would suggest a business advantage, not just a soft skill, to help groups mature into teams, and to help teams create inclusive conversations and trusting relationships.

Going forward, Srin's organization, NeuroBusiness Group and Mobius Executive Leadership, will offer collaboratively-led leadership programs which focus on Neuroscience and Leadership. We will also be integrating the latest findings in neuroscience and brain research into our high potentials course and other longer leadership learning journeys.

Building on last issue's articles on Sustainability and Sufficiency, in this issue of the *Mobius Strip* we share writings from the author, teacher and social activist Parker Palmer. Parker and his colleagues at the Center for Courage and Renewal are long time friends who are doing remarkable work training a generation of social entrepreneurs to take on the myriad challenges of protecting the commons. I am pleased to share some of Parker's writing with everyone as seeds for reflection and a call to action.

I am also pleased to share with you some of the findings found within a study co-authored by Mobius senior consultant Grady McGonagill examining best practices in leadership work in the United States. His

study provides a wonderful intellectual framework for the synthesis we are striving for and iterating within Mobius, in conversation with many of you. Grady delineates key trends influencing the need for emerging leadership models including: the increasingly complex global challenges we face; the links between adult learning and consciousness development; and what he calls the "meta theories and related practices." These tributaries are also key drivers of the experimental curriculum we are designing and developing together.

The study points to meta-theories and related practices.

I am particularly satiated that the study supports the idea of transorganizational convenings and building a learning community beyond the boundaries of one's own organization. Mobius has been gratified to host professional development and com-

munity events in which no less than ten other professional services firms are represented and our clients participate alongside Mobius team members. We are very committed to creating an open sharing of ideas, resources and lessons learned along the way. For this same reason we have created the *Mobius Strip* as a home for transformational work world wide and are pleased that increasingly, others are submitting announcements and articles to share with this growing community of practice. We hope you enjoy this issue and consider joining in some of the learning opportunities described herein.

As we move into Fall, may we all allow old behaviors and stuck aspects of our lives to drop away and make room to plant new seeds and usher in fresh possibilities. ■



Understanding Inclusive Leadership Through the Lens of the Brain[®]

Five Insights from the Brain's Relationship With Diversity

by Srini Pillay, M.D. CEO, NeuroBusiness Group,[™] An Alliance Partner of Mobius Executive Leadership
Assistant Professor of Psychiatry: Harvard Medical School

The content of this article could help clients capitalize on insights from the brain's relationship with diversity so as to enhance relationship awareness, workplace satisfaction and productivity on teams. It is adapted from a talk Dr. Pillay gave to a Fortune 500 pharmaceutical in Spring 2010.

1 What Are The Roots Of Prejudice In The Human Brain?

› Brain Findings:

The amygdala registers emotions, and is known as the “fear detector” in the human brain. Prejudice may be overt (explicit) or covert (implicit). Explicit racial prejudice has no correlation with amygdala activity. However, implicit racial prejudice correlates with amygdala activity indicating that our unconscious feelings may predict how much anxiety our brains register.

› Implications:

You and others are likely unaware of how prejudiced you are. However, your implicit prejudice will determine how much your amygdala activates. Since the amygdala is connected with the prefrontal cortex (PFC) (the “thinking brain”), planning and decision making are also affected by implicit prejudice.

› Applications to Work Environment:

People who are prejudiced are putting themselves at risk of disrupting their decision-making abilities in a broader sense. This sets up a vicious cycle of anxiety.

› TO DO:

Accept that prejudice exists in most people and may be unknown. Be open to talking about this rather than being shocked and dismayed. Use this open forum to try to “undo” the prejudices that exist without shaming co-workers. By asking specific types of questions about others' differences you can re-orient your brain since their answers increase your knowledge and decrease your fear of the unknown.

2 When People Are Excluded, How Does This Impact Their Brains?

Loneliness has been shown to decrease overall thinking, planning and decision-making abilities. It also leads to depressive thoughts and negativity and can make a person hypersensitive to threat.

› Brain Findings:

Leaving people in your organization feeling isolated has a business cost. Lonely people have different brain patterns. Non-lonely people activate their “reward” brains when they are exposed to pleasant people more than when they are exposed to things. The opposite is true for lonely people: they feel more rewarded by things than pleasant people. Furthermore, lonely people activate the visual cortex more to unpleasant people and threat more than non-lonely people. Thus, they deplete their brain's energy resources and are unable to respond to pleasure.

› Implications:

Lonely people do not register reward accurately. Thus, when the reward center feeds information to the brain's accountant that is instrumental in decision-making, decisions are distorted. Also, lonely people in a work place will feel less motivated because they are not rewarded by positive outcomes.

› Applications to Work Environment:

You may wonder why some people seem to never be happy, no matter what. They may be lonely. You may also wonder why the compensation you just gave someone is not satisfying him or her. They may be lonely. You may wonder why a worker seems particularly unmotivated. They may be lonely. As it turns out their loneliness is a collective issue.

› TO DO:

Avoid singling people out. Avoid marginalizing. Strive for inclusion. Create “feedback buddies” and when the time comes to share 360 feedback, consider using inclusive rather than exclusive language. For example, you could say: “People would like to see more of you and your work” rather than: “people are complaining that you are never around.” ►►

3 Why Does Excluding Others Impact Your Brain?

It seems that our brains are also privy to the laws of physics: every action has an equal and opposite reaction. While we may assume that excluding others makes us feel better because we can relate more to a homogeneous group, this negative response eventually does begin to affect you as well and have a business cost.

› Brain Findings:

Mirror neurons are a system of brain cells (neurons) that automatically pick up the intentions, actions and emotions of others. As a result, when we isolate other people or exclude them, their discontent can spread throughout the company and create a series of endless mirrors that can erode the fabric of that department or company costing engagement, drive and cohesion.

› Implications:

Mirror neurons may automatically “reflect” powerful emotions. While we may want to complement expressed emotions, especially when they are negative, we may not be able to override this automatic response.

› Applications to Work Environment:

When you exclude people at a “worker” level from management level decisions, their discontent can spread through

this brain mechanism. Informing people of a decision is a critical step in the process. Similarly, if you are working on a team, one disgruntled person may affect the entire team’s performance. Inequity at any other level (e.g. payment) that causes discontent makes us vulnerable even if we are not the people experiencing the discontent initially.

› TO DO:

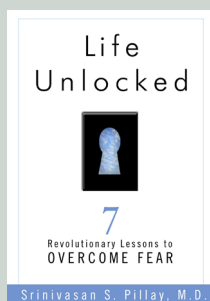
Identify mirror emotions early. Counter-mirror if you can. Attend to discontent early as well, and focus on mirroring positive emotions throughout the company. Do not ostracize people, as this will mirror right back to you as well. It works both ways. This means both behaviorally as well as authentically in your own thinking.

4 What Are The Impacts Of Optimism and Pessimism In The Brain?

In a highly stressed environment, optimists can be annoying and pessimists can be downers. Neutral people may just not be saying what they truly feel. How then, do we negotiate these differences in the workplace?

› Brain Findings:

The amygdala will preferentially process fear over other emotions since fear has high relevance. However, real optimism can beat out fear and take over the amygdala. Real optimism will increase amygdala activation and will



ABOUT THE BOOK

Life Unlocked: 7 Revolutionary Lessons to Overcome Fear

Your brain is always on the lookout for danger. Like a vigilant guard dog, it detects even the slightest rumblings of trouble and promptly alerts you. In fact, your brain is so sensitive to your surroundings that when it does perceive a threat, it reacts almost instantaneously, sending you a message: Be afraid! Within milliseconds, you begin to experience the uncomfortable physiological sensations of fear— anxiety, dread, worry.

Both our conscious and more deeply embedded fears act as saboteurs in our lives, influencing us to make “safe” choices and limiting our ability to live happy, fulfilling lives. But imagine if you could learn how to take control of your brain’s instinctive response to danger. In *Life Unlocked*, Harvard-trained psychiatrist Dr. Srinivasan Pillay draws from cutting-edge research in neuroscience to show you how to do just this: to move past fear and unlock the potential of your life. Brain imaging studies reveal that when people can recognize and reframe their fears, they can become less afraid. In fact, fear itself doesn’t cause the uncomfortable sensations we experience—fear of fear is what causes worry, anxiety, and dread. Recognizing and understanding fear is the first step toward overcoming it.

In *Life Unlocked*, Dr. Pillay offers the keys to happiness by explaining the role of fear in our everyday decisions and showing us that truly, the only thing we need to fear is fear itself. By learning how to overcome these obstacles, you can unlock your potential, and unlock your life.

do so even more when the optimism is future oriented. This relieves the thinking brain and improves motivation. Pessimists, on the other hand, are “risk-detectors”. Their biased attention toward threat may increase their sensitivity to risk and activate the “risk-reward” detector (or accountant) in the brain.

› Implications:

Optimism sends a message to the brain that a problem can be solved. Pessimism closes off this possibility. However pessimism can add appropriate caution and can therefore be valuable as well.

› Applications to Work Environment:

At work, optimism frees up thinking resources and makes decision-making easier. Also, it enhances the flow of the process. Rather than alienating pessimists though, recognize that pessimists may also provide useful information and a critical counterbalance.

› TO DO:

Rather than going with the stronger sentiment, appoint a “manager” who looks at both sides of an equation. Apply the range of perspectives to the overall goal without excluding either side or people personifying each view.

5 How Is Diversity Related To Innovation In The Brain?

Diversity is about differences, but it is not just about differences. It is also about converting differences into a Venn diagram, so that the unified new combination can be stronger. Diversity is an opportunity to clarify similarities.

› Brain Findings:

The frontopolar cortex of the brain maps out similarities between apparently disparate ideas. It will also do this for apparently disparate people. By giving the frontopolar cortex this task, we assist the formation of new ideas.

› Implications:

When we encounter diversity of people, we can think in terms of people innovation. In the same way that you might combine the idea of a telephone with the idea of playing music into making an iPhone, people who appear to have disparate functions or perspectives may bring rich perspectives to a team when they focus on what they share.

› Applications to Work Environment:

When you encounter diversity, the question to ask ►►



Srinivasan S. Pillay, M.D

Srinivasan S. Pillay, M.D. is a certified master executive coach, brain-imaging researcher and Assistant Clinical Professor of Psychiatry at Harvard Medical School. He was the top medical

student, top award winner at Harvard and one of the top three award winners in the US during his residency training. He is also the founder, CEO and President of NeuroBusiness Group – an executive coaching company certifying coaches in the application of brain science to profitability in the business environment. Dr. Pillay has taught these methods with very high acclaim to executives from many companies including, but not limited to: The MITRE Corporation, Novartis, CEO Clubs of Greece and Boston, Coca Cola, PepsiCo, and Microchip. He has worked with coaches in a teaching or collaborative capacity from The Forum Corporation and Mobius Executive Leadership. In addition, he has been invited to present his work in Boston, New York, Los Angeles, London, Switzerland, Greece and Singapore and his most recent presentations are to executives from Africa, Asia and The Middle East.

Dr. Pillay is also the author of *“Life Unlocked: 7 Revolutionary Lessons to Overcome Fear”* (Rodale, August 2010) and he writes for “The Huffington Post” and “Psychology Today” as well. Select media appearances related to his business experience include The Financial Times in Greece, Epoca Magazine in Brazil, Forbes Magazine, The Pittsburgh Post Gazette, Investors Business Daily, Atlanta Journal Constitution and the Sarasota Herald Tribune. Wharton Business School has asked Dr. Pillay to write a book on applying brain science to business for managers and leaders. The book, *“Your Brain and Business: The Neuroscience of Great Leaders”* is scheduled to be released in March 2011.

Aside from his work on applying brain science to improving business performance, Dr. Pillay is also regarded as an international expert in burnout, stress and anxiety, having been the Director of the Outpatient Anxiety Disorders Program at McLean Hospital.

To arrange for Dr. Pillay to offer a keynote on Neuroscience and Diversity or Neuroscience and Leadership please contact Susan Brady at Susan.Brady@Mobiusleadership.com.

is: “How can we leverage this opportunity?” You can even ask people who are in fervent disagreement to get together with the explicit intention of discovering what a solution might look like if they were both right. This increases the chances of innovation.

› TO DO:

Give the brain time. Appoint disagreeing or different people to the “innovation” team with the explicit intent to come up with new ideas. Ensure that this is always goal focused, or your efforts may be neutralized. Make connec-

tions between people innovation and product innovation. Breaking boundaries and unlocking silos leads to new ideas.

Conclusion:

Diversity is more than just about differences. It is an opportunity for us to apply ourselves creatively to our work, bearing in mind that to be part of a company means that you must be aligned in some way. Looking for those points of alliance and ways to work together without giving in to “compromise” is the first step. The end result could be something quite amazing. ■

3 Day Training in NeuroCoaching at Harvard Faculty Club

Presented by NeuroBusiness Group and The Center for Advanced Coaching

Who should attend this workshop?

This course is at the cutting-edge of the intersection of brain science and people development. It will be helpful to coaches or any executives involved in people development who are interested in the answers to the following questions:

1. Why does the human brain obstruct change?
2. What must happen in the brain for commitment to a process to occur?
3. What is the psychology of “getting to action”?
4. What role do emotion and memory play in fostering action?
5. How can you apply an understanding of the brain science of action to the corporate environment?
6. What new tools can you acquire and apply immediately to coaching projects that you are involved in?

Why should you attend this workshop?

The language of neuroscience is a novel, research-based coaching tool that can be used in fostering change. It provides insights about what is happening inside a person so that the coach can deduce how to most effectively coach desired changes in the client’s behavior. In the neuroscience literature, the language can sometimes be technical

and difficult to apply to the business context. This course will remove this obstacle and provide a variety of ways to use valuable information about the brain in the coaching context. The field of neuroscience applications to business is growing. To be competitive in the business environment, coaches who have an understanding of this knowledge will have an additional edge over other trained individuals who have not taken advantage of this new knowledge.

In this course, we will focus on the factors that impede action and how the brain can overcome these factors. In addition, we will focus on teaching coaches how to use this theory in the practice of coaching. The depth of this course over three days will provide coaches with new perspectives on obstructions to change within corporations (and people in general) and how coaches can use this information to foster and maintain change.

Rather than just focusing on surface factors, this course will take you on a journey of what neuroscience teaches us about how we can get to action and what this entails. The course facilitators will use their expertise to show coaches how established corporate psychological models used in coaching combine with neuroscience to provide coaches with a multidimensional understanding of the coaching process. In addition, the course will focus on actual situations that may come up in corporations with in-class exercises and follow-up that will parallel the actual coaching process. A detailed summary of relevant information from the Harvard Business Review will be provided.

To register for this program September 27-29, 2010, or for more information, please go to www.neurocoachingcenter.com

Survey of Leadership Practices in the United States

by Grady McGonagill, Mobius Senior Consultant

This last year, at the request of Bertelsmann Stiftung, a Mobius Senior Consultant authored a sweeping study of leadership practices in the United States. This was published as part of the Bertelsmann Leadership Series and contains important affirmation of, and direction for, a transformational approach to professional development. Leadership Development in the United States: Principles and Patterns of Best Practice is excerpted here with the author's permission and we are proud to share it with you.

Introduction

The study excerpted here presents a portrait of leadership development best practices in the United States. The authors surveyed programs in the private, public, non-profit and emerging multi-stakeholder sectors.

The study identifies nine general principles that govern best practice in programs serving development of individual leaders, and seven common elements that are most frequently employed in such programs. It also highlights the emerging importance of collective leadership and collective leadership development, particularly within the non-profit sector, and cites a range of examples. In addition, the study singles out three “meta-theories” that are particularly useful in leadership development by virtue of their integration of more discrete theories. And it points to a number of tools and modules that are noteworthy either for their proven effectiveness over many years or their rich potential to have a powerful impact.

A distinctive contribution of the study is a systematic portrait of the challenges of, and modern day approaches to, leadership development, in the various sectors, including the new multi-stakeholder sector that has arisen in response

to the complex challenges that leaders of all institutions face. The study equally explores in considerable depth the implications for leadership development of the World Wide Web, which has made available an array of new tools that enable greater participation and collaboration within and across organizations. These tools both change the nature of organizations that leaders must lead and make available new means of developing those leaders to be a unique contribution to the field.

The study aims in particular to clarify the implications of all these trends for organizations interested in sponsoring leadership development initiatives. To this end it offers a framework for helping such organizations identify and prioritize the kinds of impact they aspire to have, ranging from impact within discrete organizations to impact within communities of place and communities of practice, to impact on systemic policy and practice. However, the study holds lessons equally relevant to leaders—and leadership development programs—in all sectors.

Executive Summary

The study aims to identify best practices in leadership development in the United States. For the most part it reflects analysis of patterns in exist-

ing cases and other studies rather than compilation of new information. At the same time, by looking systematically at leadership development practices in all sectors, it offers what the authors believe to be a unique contribution.

Background trends

Leadership development has undergone tremendous evolution in recent decades. It is now at a stage of acute fermentation, stimulated by the intersection of a number of trends:

- › In *society*, where:
 - Increasingly complex, global challenges require new levels of capacity and consciousness from leaders
 - Technology provides new resources for learning
 - Networks and multi-stakeholder partnerships offer new resources for change
- › In our *understanding of adult development*, where we now:
 - Draw upon new learning from neuroscience and psychology
 - Realize the potential for adults to continue to evolve in consciousness
 - Appreciate the challenge and support required for continued learning and development
- › In the *evolution of leadership theory*, which increasingly:
 - Places new emphasis on leading change
 - Appreciates the contribution of collective wisdom and leadership
 - Offers potent new “meta-theories” and related practices ▶▶

Principles and Patterns of Best Practice

The study strives to identify “best practices” while acknowledging the inherent limits of such an effort. Leadership development is an “adaptive” challenge to which there are no clearly defined solutions; evidence of impact for most programs is scant. Nonetheless, the best programs appear to be designed and implemented in accordance with nine general principles:

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

Effective programs appear to have more to do with the quality of overall design, integration and implementation than with the choice of particular elements. However, the most effective programs draw on a small number of common practices that have been well documented. The study synthesizes existing research and analysis to offer profiles of seven of the most common practices for *individual leader development*:

Seven Common Elements of Effective Programs

1. Job definition/assignment
2. Action learning
3. Assessment/feedback
4. Formal instruction
5. Coaching
6. Mentoring
7. Networking

They also identify: effective approaches to *collective leadership development* within organizational across organizations; in particular communities and those aiming for systemic change.

In addition, they briefly summarize a number of noteworthy theories, tools, and modules that are particularly powerful or promising. The theories include three “meta-theories”:

Effective Approaches to Collective Leadership Development

1. Organizational learning
2. Integral leadership
3. Theory U

The study also recommends a number of tools and modules at four levels:

Intrapersonal Constructive developmental theory and assessment tools

- Mental models
- Immunity to change
- Personal mastery
- Presencing
- Mindful awareness practices
- Authentic leadership
- Embodied consciousness
- Personality style assessment
- Solo retreats in nature

Interpersonal/Team

- Interpersonal skills
- Facilitation skills
- Dialogue
- Shared vision

Organizational

- Systems thinking
- Storytelling
- Adaptive leadership
- Rapid-cycle prototyping

Inclusion and integration of all three levels—individuals, teams, organizations, would be highly appropriate in the case of multi-stakeholder change agents

— Bertelsmann Stiftung Study

Transorganizational/Systemic

- Convening
- Learning journeys
- Communities of practice
- Communities of place
- Multi-stakeholder partnerships
- Social networking technology

Sector Differences

As part of its review of tools, the study takes a special look at the powerful implications of web-based technologies for leadership development, reviewing:

- The features of Web 1.0, 2.0, and 3.0

- The implications of these tools for organizations in the three primary sectors
- Their implications for leadership and leadership development

We discovered common features across all sectors regarding both the challenges of leadership development and the responses that constitute “best practice.” However, we found striking differences as well, reflecting differing patterns by sector of challenge and constraint:

- The private sector—driven by competition and supported by

clear performance metrics—invests the most resources and has generated the most documentation. This sector most fully illustrates the value of leadership development and the variety of approaches possible, although programs are typically limited to the development of individual leaders.

- The public sector—which faces more ambiguous challenges and operates with greater constraints—invests less in leadership development and has generated fewer visible examples of best practice. However, the U.S. ►►

Societal Trends

A number of societal trends have led to an overall increase in interest and investment in leadership development in recent decades (Hubbard, 2005, p. 8). Some of these trends also have implications for leadership development. (This is of course a highly selective list and may not reflect deeper background trends of interest to an inquiry with broader scope.)

Trend	Implication for Leadership	Implication for Leadership Development
Accelerating pace of change	<ul style="list-style-type: none"> • Coping with change is increasingly required 	<ul style="list-style-type: none"> • Need to build capacity for change leadership requiring flexibility, tolerance for uncertainty and ambiguity
Increased complexity	<ul style="list-style-type: none"> • Increased need to collaborate across sectors to solve multi-faceted problems • Leaders “in over their heads” in their ability to effectively lead adaptive responses to organizational and social problems 	<ul style="list-style-type: none"> • Need to cultivate capacity for leadership and collaboration across organizations and sectors • Need to support leaders not just in developing more skill but also higher consciousness
Burgeoning ecological crises	<ul style="list-style-type: none"> • Emerging role of leaders as environmental stewards • Increased role as macro system thinkers 	<ul style="list-style-type: none"> • Learning that sustainability is an integral part of organizational purpose and practices • Skill in articulation of sustainability as a strategic principle
Globalization and internationalism	<ul style="list-style-type: none"> • Increased competitive pressures that increase stress and limit time available for development • Need for cross-cultural, inter-religious/ethnic knowledge and comfort-level 	<ul style="list-style-type: none"> • Need to support development of skills in cross-cultural communication and conflict • Pressure to develop more efficient ways of supporting leadership development
Evolving internet	<ul style="list-style-type: none"> • New ways of communicating, collaborating • Emerging need for virtual leadership 	<ul style="list-style-type: none"> • New options for enabling/reinforcing learning • Need to build skills in virtual leadership
Competition for talent	<ul style="list-style-type: none"> • Challenge to recruit, engage and hold the best 	<ul style="list-style-type: none"> • Appreciating role of leader in developing people and engendering loyalty
Economic upheaval, downsizing, unemployment	<ul style="list-style-type: none"> • New pressures for hard decisions • Need to cope with increased workload, insecurity and guilt among “survivors” 	<ul style="list-style-type: none"> • Need for skills in inspiring hope while being candid and firm in dealing with harsh realities

military offers some of the best examples of best practice in any sector.

Ten Key Challenges that Can Enhance Development in Place within Action Learning

- Unfamiliar responsibilities
- New directions
- Inherited problems
- Problems with employees
- High stakes
- Scope and scale
- External pressure
- Influence without authority
- Work across cultures
- Work group diversity

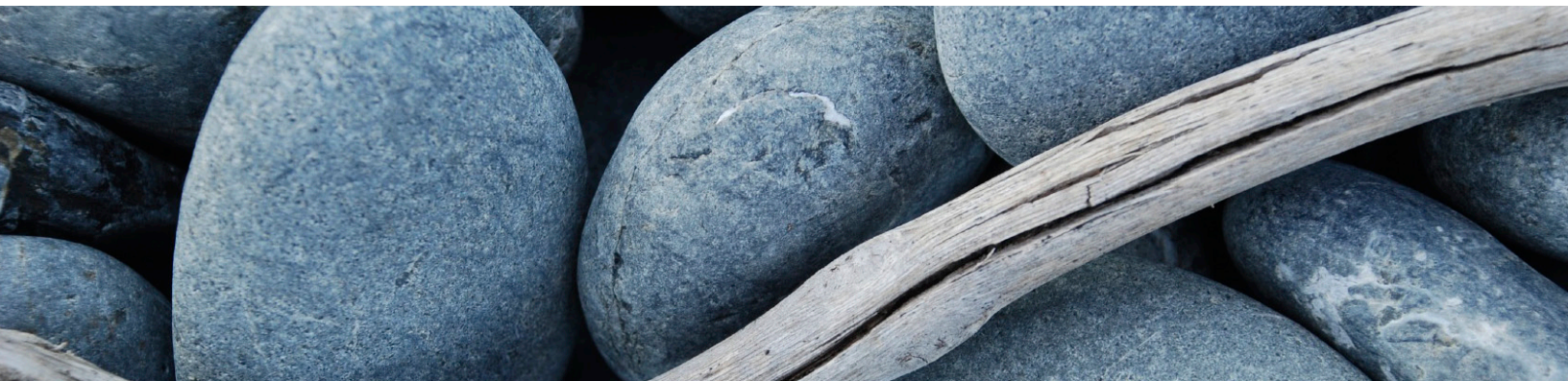
- The non-profit sector—where foundations have learned the importance of leadership development as a means to organizational effectiveness—has begun to invest heavily in leadership development and is sponsoring a wide range of creative approaches, along with thoughtful documentation and research. This sector illustrates a clear trend toward network rather than organization-centric leadership and toward collective leadership development.
- Multi-sector/multi-stakeholder programs—which deliberately recruit individuals from all parts and levels of the system—have recently evolved to address the increasingly complex “adaptive” societal challenges that transcend any single sector and that

require broad participation to be fully understood and effectively engaged.

Implications

In conclusion we affirm the value of investing in leadership development, which has been demonstrated in all sectors. For example, it can:

- Attract, retain, and develop the best talent
- Build a culture supportive of the organization's mission
- Create an institutional competitive advantage
- Foster networks across organizations to address complex, multi-sectoral problems
- Develop the mindsets, skills, and communities of practice to bring about systemic change



At its core leadership agility is a process of stepping back from your current focus in a way that allows you to make wiser decisions and then fully engage in what needs to be done next. We call this core process reflective action. Reflective action is both the essence of leadership agility and the best way to develop it. Reflective action involves a willingness to experiment with new behaviors and to look honestly at yourself, so it takes a certain degree of curiosity, courage and self-confidence. It also requires a conviction that you are ultimately responsible for not only your own development but also for your response to whatever life brings your way. We call this the resilient attitude.

Excerpted from Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change by Bill Joiner and Stephen Josephs

Trends in Understanding How Adults Learn and Develop

Some trends are more specific to the effort to bring about lasting change in people within and beyond organizational settings. The most prominent are:

Better understanding of the nature of adult learning

- Recognition that people learn by doing and that learning is best when it has an experiential, task-related component (leading to more experienced-based methods in organizational leadership development programs, such as action learning, job rotation, project assignments, coaching and mentoring)
- Learning needs to be reinforced on multiple dimensions (leading to programs that pay attention to different aspects of human development: cognitive, emotional, physical, spiritual)
- Appreciation that leadership development, like human develop-

ment in general, requires a subtle balance of challenge and support

- Recognition that development requires loss as well as gain, requiring attention to letting go of old patterns in thought and action as well as learning new ones
- Appreciation of different levels of learning, depending on the degree to which the learning is “transformative” (e.g., single-, double-, and triple-loop learning)

Emergence of brain science

- Recognition that behavior change is more possible than previously thought (neuroplasticity)
- Understanding that behavior change is difficult because old

patterns are supported by well-worn neural pathways and require sustained energy and attention

Increased attention to developing capacity for higher quality consciousness

- Accumulating evidence that meditation can reduce stress and increase “mindfulness”
- Increased interest in spirituality and in bringing that perspective into organizations
- Recognition that effectiveness in organizational settings is closely linked to personal qualities: professional development and personal development significantly overlap. ■

For a copy of the Bertelsmann Leadership Series Study on Best Practices in Leadership in the United States please log on to our website at www.mobiusleadership.com and select the resource section. For more information, contact Tina Doerffer at Tina.Doerffer@bertelsmann-stiftung.de

Grady offers keynote speeches on the outputs of this study as well as a master class for human resources and OD professionals. For more information please contact Susan at Susan.Brady@Mobiusleadership.com



Grady McGonagill, EdD, MA

Grady McGonagill has over 25 years of experience in organizational and leadership development. In 1983, he founded McGonagill Associates, a firm specializing in building capacity for learning and change. During 2005 and 2006 he was Director of Learning at Generon Consulting. Grady has distinctive expertise in developing leadership capacity in the upper levels of organizations of all kinds. He is a recognized executive coach, helping leaders deal effectively with day-to-day work challenges while learning how to develop a distinctive and authentic leadership voice.

Grady's workshops on coaching, leadership, conflict management, team building, and interpersonal skills have been offered through a number of executive programs, including Harvard University's Kennedy School of Government and M.I.T.'s Sloan School of Management. His two-day workshop “Assessing and Refining Your Leadership Style” is offered publicly through the Center for Management Research.

Grady is a contributor to the *Fifth Discipline Fieldbook*, edited by Peter Senge et al. (New York: Doubleday, 1994) and the author of “The Coach as Reflective Practitioner,” a chapter in *Executive Coaching*, edited by C. Fitzgerald and J. Berger (San Francisco: Davies Black Publishing, 2002). (downloadable at www.reflectivepractitioner.com) He earned a doctorate in education from Harvard University, a master's degree from Stanford University and a B.A. from the University of Texas.

Renewing American Democracy: It's Not About Who's Onstage

Parker J. Palmer

If you believe in the promise of democracy and lament the ways ours is falling short; if you want to rethink what it means to be an American at a time when divisiveness weakens “we the people” while other powers run the show; if you want to expand your own capacity for engaged citizenship—and learn how to help others do the same—we’d like you to join us.

The Center for Courage & Renewal is hosting two conferences in 2010 on “The Politics of the Brokenhearted: Opening the Heart of American Democracy.” On May 20-23 in Seattle and October 21-24 in Boston—in the company of about one hundred people who share these concerns and hopes—I will have the privilege of giving a few talks to help spark discussion.

Carrie Newcomer, whose work also sparks discussion, will be onstage with me. If you don’t know this superb singer-songwriter, you are in for a treat: visit www.carrienewcomer.com. As *Rolling Stone* said, “Rapturously tuneful, Newcomer’s material asks all the right questions and refuses to settle for easy answers.” That’s exactly what we hope to do at these conferences.

But what happens onstage at these events is only a small part of our vision. Using the Center’s Circle of Trust[®] approach, we will create the safe space required to deal creatively with our differences, fears and hope. The conferences will offer multiple small-group opportunities to explore “the common good,” a vision we must renew if the experiment called American democracy is to have a future shaped by its deepest values.

What You Can Expect from the Conference...

- A thoughtful examination of democracy’s promise and perils
- Dialogue about what “we the people” can do to renew the civic bonds and civil discourse on which democracy depends
- Experiences, inspirations and practical idea you can take home to help yourself and others develop democratic “habits of the heart”
- Access to an ongoing community of support, online and face-to-face, through the Center for Courage & Renewal

What America needs is not a mere audience of citizens to whatever is happening onstage in Washington, D.C. It needs people committed to doing what citizens are supposed to do: debating and determining the will of the people, making it known to the people in power, holding their leaders accountable to it—and doing all of it in a way that reweaves rather than unravels the fabric of civic relationships on which democracy depends.

Citizenship is a way of being in the world rooted in the knowledge that I belong to a vast community of human and non-human beings that I depend on for essentials I could never provide for myself. I have no honorable choice except to express my gratitude for that community in every aspect of my life, trying to be responsive to its needs. Whatever is in the common good is, in the long run, good for me and mine.

Today, our social and political fabric is tattered and torn. We are so deeply divided—and so unwilling or unable to build bridges across our divides—that many of us have fled the public square, unwilling to suffer the slings and arrows that come with political discourse these days. We spend our days with “our own kind,” speaking only with people who love what we love and hate what we hate. We become consumers instead of citizens. As we retreat into private life, the public vacuum is quickly filled by undemocratic and unaccountable powers of many sorts, including the big money that holds democracy hostage today. The citizen voices that should speak out to bring democracy back to true north have been muffled. Some of that muffling has been done by the powers that be—but we have also been doing it to each other.

I do not come to these concerns as an innocent bystander. So, a confession: I voted for Obama, and though I disagree deeply with some of what his administration has done or failed to do, I deeply resent the destructive rhetoric that some of his

opponents have been hurling at him. But the truth is that my own rhetoric during the Bush years was strikingly similar to the way the Obama-haters speak. At too many moments over the past decade, I did little more than inject toxins into our national circulatory system, talking only with people who shared my anger and dismissing all others.

I do not harbor the fantasy of a conflict-free public realm: the genius of American democracy is its potential to make creative use of the energy of conflict. I am not even imagining that all Americans can have civil conversations with each other any time soon. Suppose that fifteen or twenty percent of the folks on both the far left and far right are unavailable for genuine political dialogue—which is about the same percentage I find in my own extended family!

But that leaves sixty or seventy percent in the middle, a figure high enough to renew the civic community we so desperately need, the kind of community that knows how to hold conflict creatively and hold power accountable. We hope that our conferences will attract people from the left, center and right of the political continuum who are in that middle group—people who want to speak their own voices *and* listen to others in ways that reweaves the American fabric.

We may not be able to agree on the “common good” around any given issue. But if the American dream is to thrive, most of us must be able to say, in unison: It is in the common good that we learn how to hold our conflicts in a way that does not destroy democracy, to negotiate our differences without fragmenting the civic community on which we depend.

To move toward that vision of civic community, we need to develop the “habits of the heart” that make for transformative citizenship. That phrase comes from the French intellectual and activist Alexis de Tocqueville who visited America in the 1830’s. Back home in France, he wrote a now-famous book called *Democracy in America* in which he prophesied that the habit called individualism would undermine American democracy if a habit of mutuality and interdependence did not accompany it.

Tocqueville was hopeful about the number of American venues where communal habits could be developed—including schools, religious communities and a vast variety of voluntary associations. Some of those venues are no longer focused on cultivating democratic habits of the heart, and some of them have become active sources of division. But many remain available for the important work of rebuilding democracy’s neglected social infrastructure.

We hope that our conferences will attract people from education,

religion, public service, voluntary and professional associations, community organizations and a variety of other venues who want to expand their sector’s contribution to the renewal of democracy. Using the Circle of Trust approach—with its proven capacity to help people find their voices and become agents of creative change—participants will learn simple practices that can be taken home to help family members, friends and colleagues, students, parishioners and others in the places where we live and work deepen their own citizen-hearts.

These conferences will, of course, be a drop in the bucket compared to the magnitude of the issues facing American democracy. But that’s how buckets get filled, drop by drop. So I’ll close with a poem I ran across recently whose feistiness I like. So many important things happen one stubborn ounce at a time!

“Stubborn Ounces”

(To One Who Doubts the Worth of Doing Anything If You Can’t Do Everything)

You say the little efforts that I make
will do no good: they never will prevail
to tip the hovering scale
where Justice hangs in balance.

I don’t think
I ever thought they would.
But I am prejudiced beyond debate
in favor of my right to choose which side
shall feel the stubborn ounces of my weight.

—Bonaro Overstreet



Parker Palmer

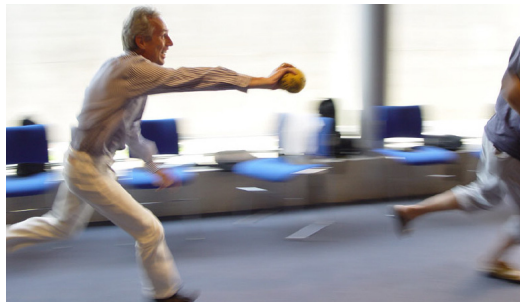
Author, educator and activist Parker J. Palmer is founder and senior partner of the Center for Courage & Renewal. Author of seven books, including *The Courage to Teach*, *Let Your Life Speak*, and *A Hidden Wholeness*, his work has been recognized with ten honorary doctorates. A graduate of Carleton College, he holds a Ph.D. from the University of California at Berkeley and lives in Madison, Wisconsin.

Professional Development Opportunities

MimoSonanz with Samuel Bartussek

The MimoSonanz™ is a method which makes visible the unconscious aspects of an emotional or physical problem via movement, mime and body expression. Both the emergence as well as the solution of any problematic situation are stored in the body-energy-system of each human and can be expressed physically. In this workshop Samuel will teach how to read and understand body language and the information given through this language. Going even further, he will offer movements to show how to move toward resolution in the given situation. A fascinating journey! ■

- September 25th and 26th, 2010
9:30 am – 5 pm
- Where: Body Mind Integration Center
118 Main Street
Watertown, Ma 02472
- Cost: \$ 300
- To register call Samvedam at 617-926-1301
or on the web at www.InnerArtsInstitute.com



Personal Passion Mapping residential Accreditation workshop

Jackpot Ranch, Phoenix, November 4 to 7, 2010

Today an emerging body of research demonstrates that **passion** strongly influences individual wellbeing, leadership and organisational performance. Few people understand the true nature of passion and how to work with it. Passion Mapping programs offer unique tools and techniques to assist individuals, teams and organisations to understand their passions and to realise them effectively.

So, what benefits do Passion programs deliver? Personal Passion Mapping programs lead clients to a new and amplified sense of self as a unique individual. They bring inspiration, excitement, clarity and purpose to life. In collective Passion Mapping programs, practitioners hold the space for people to connect deeply, develop a coherent shared identity, vision and accelerate collective action.

In this upcoming **Personal Passion Mapping Accreditation program** participants will create their own Passion Map, learn how to facilitate Passion Mapping processes, and develop strategies for implementing Pas-

sion Mapping into their professional and business practices. Passion Mapping skills include working deeply with clients to access and integrate sensory, spiritual, imaginal and other intelligences as well as developing unique coaching, questioning, listening and sensing capabilities.

Inquire and apply at

www.passionmaps.com

peter@passionmaps.com

+612 9909 3333

The workshop will be followed by a Passion Café Training and a Passion Business Bombora. We are offering special discounts for these events for the Mobius Community. ■



Peter Wallman will be leading the program. He is the CEO of Passion Maps and the co-author of *The Wisdom of Passion* the first book to truly enunciate the nature, power and potential of passion.



ERICA ARIEL FOX

Deeper Wisdom and the Art of Negotiation

NOVEMBER 15-19, 2010

Monday-Friday 9:30am-5pm

Workshop Tuition: \$750 by October 1st; \$850 thereafter

All of us negotiate every day. From the moment we wake up until we close our eyes at night, we interact with others to get things done. For many of us, the hardest negotiations involve conflict. Whether we fight back, shut down, or avoid conflict altogether, breakdowns with other people rarely bring out our best skills or better nature. 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 workshop explores the interplay between best practices of negotiation and insights of the great wisdom traditions, moving people from competence toward mastery. You will learn how working with timeless principles and your own life story can deepen and expand your effectiveness to engage and resolve your toughest conflicts, both with others and with yourself. From working well with clients and colleagues to living well with your family and friends, this program gives you the insights and skills you need to turn stressful situations into success and satisfaction.

Erica Ariel Fox, J.D., is a Lecturer at Harvard Law School and the Founder of the Global Negotiation Insight Institute. She is internationally known as a pioneer in the integration of wisdom traditions and spiritual practice into the negotiation and conflict resolution field. She is passionate about the connection between personal mastery and high performance. As a partner of Mobius Executive Leadership, Ms. Fox works with Fortune 500 companies as well as public sector leaders to build consensus, facilitate change, and transform crises into opportunities for growth. She is currently completing her first book, *Beyond Yes*, based on a dozen years of teaching negotiation at Harvard Law School and over a decade of training professionals around the world in Asia, the Middle East, Africa, and Latin America, throughout Europe and across the United States.

PLEASE FORWARD THIS EMAIL TO YOUR FRIENDS AND COLLEAGUES

REGISTER ONLINE WITH OUR SECURE SERVER AT

www.TheSophiaInstitute.org

To register by phone, please call 843.720.8528

THE SOPHIA INSTITUTE

26 SOCIETY STREET AND 297 EAST BAY STREET • CHARLESTON, SC 29401

Voice Dialogue Training 2010 With Carole Kammen and Tim Kelley

This transformative training will give you the skills to use Voice Dialogue in both personal and professional settings.

Voice Dialogue Training is a professional and personal seminar for anyone wishing to gain new skills and techniques, which will teach you how to create highly successful relationships. The Voice Dialogue technique, developed by Doctors Hal and Sidra Stone is used in therapeutic and professional settings worldwide. It begins with the understanding that we are a multitude of selves—a parent, child, lover, worker, spiritual enthusiast, and adventurous traveler, for example - all wrapped up into one. Engaging with these voices creates the ability to shift perspectives immediately, increasing engagement and reducing interference. This skill will revolutionize the quality of your personal and professional relationships and last a lifetime.

Whether you are a coach looking to expand your business, a leader wanting to increase your influence skills, or an individual looking for a life-changing personal growth technique, this training is for you.

Course Overview

To offer concurrent tracks of learning in (a) Self-Exploration Workshop and (b) Facilitation Training

Professional Benefits

- * Ability to deal with reactive clients and conflict situations
- * Tools to shift your clients from fearful and resistant to open and motivated
- * Capacity to remove limiting beliefs and mindsets held by clients
- * Potential for increased income through additional technique, skill and services to market and offer your existing client base
- * Ability to communicate with any person or audience appropriately

Workshop Objectives

- * Be fluid, flexible and mobile in the use of your voices
- * Select and express a given voice appropriate to a situation
- * Uncover, engage and heal parts of yourself
- * Develop a much greater range of expression and ways of being
- * Reduce reactivity in yourself and deal more effectively with reactivity in others
- * Have access to both personal and archetypal voices

- * Continue to do personal development work on yourself using Voice Dialogue and other techniques (active imagination, movement, journaling, art)
- * Transform your relationship to comparison and judgment
- * Develop effective interpersonal and communication skills
- * Learn tools for handling personality differences
- * Develop effective people skills
- * Gain increased access to creativity, wisdom and leadership

Training Objectives

(At the end of this training you will be able to):

- * Facilitate clients and other individuals in Voice Dialogue sessions
- * Identify which voice(s) are present in an individual in a situation or interaction
- * Explain the use of Voice Dialogue to someone unfamiliar with it
- * Explain, identify and map bonding patterns operating between individuals
- * Interact effectively with challenging, unfamiliar and difficult voices in others
- * Observe and identify energy shifts as they occur
- * Listen deeply and effectively
- * Understand the difference between personal and archetypal energies
- * Map the relationship of your inner voices
- * Use Voice Dialogue techniques implicitly to improve interactions and increase engagement (outside of sessions)
- * Identify voices operating in others and interact effectively with the person and the voice
- * Induct energies in yourself and others, as needed

Participants in this course will receive CEUs through the International Coach Federation, Resource Academy, or the State of California (for MFTs and LCSWs), as applicable.

Dates:

- Teleseminar Calls: Tuesdays, 9/28-11/23 (except 10/19)
 - 6-7:30pm PDT, 9-10:30pm EDT
 - 4 day Live Training: Attend either Oct 14-17 (Boston) or Oct 21-24 (San Francisco)
 - Cost: \$2795
 - Early Registration: \$1995 before September 2nd, 2010, save \$800
 - Deposit due: \$500
 - To register go to www.pathwaysinstitute.com
- All money paid is non-refundable ■*



awakening
the best
in the
human spirit

details

Course:

SM10-4805-174

Sept. 19 - 24, 2010

Rhinebeck, New York

Tuition: \$425

to register

Call Omega

Registration at

877.944.2002

or go to

www.eomega.org

Moving From the Past to Presence

A Deep Dive Into Embodying Our Fullest Potential

Our bodies have a lot to tell us. But few can read what they are saying.

This workshop shows us how to look directly into our inner world—our mindsets, movement, and energy—to see what our bodies have to teach us about the ways we keep falling back into habitual patterns, and how we can fully embody who we wish to become.

Through ancient teachings and a range of contemporary somatic practices, we discover how to use our qi (life force energy) to center and ground ourselves, give and receive appropriately, blend with another's energy, and recognize the difference between strength and force.

We explore our own strategies for handling life's challenges and look beyond patterns of spoken communication for insight into conflict resolution and peace. You will see yourself more clearly than you ever have, let go of that which no longer serves you, and tap into vital life force for living and leading powerfully in your life today.

Leaders and others in any field, including managers, teachers, coaches, and bodyworkers, are welcome.

Wear comfortable clothing.

Jennifer Cohen, MA, is director of coaching education for Mobius Executive Leadership and founder and director of Seven Stones Leadership Group. She is a master somatic coach and author of the chapter "From Surviving to Thriving" in *Being Human at Work*.



Samuel Bartussek is a trainer in somatic techniques, including mime and movement, nonverbal communication, body awareness, and the Mimo-Sonance Method. He serves as personal mastery faculty for Mobius Executive Leadership.



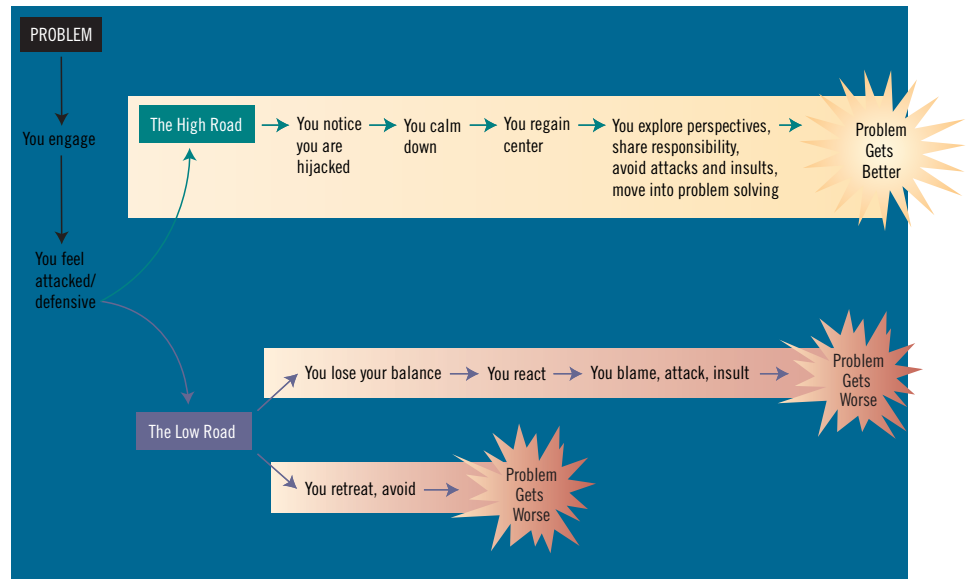
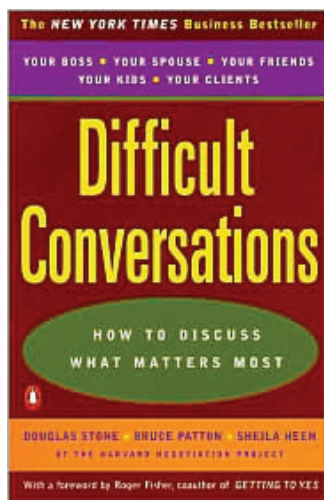
Paul Dunion, EdD, is a psychotherapist, the author of *Temptation in the House of the Lord* and *Shadow Marriage: A Descent Into Intimacy*, and founder of COMEGA (Connecticut Men's Gathering) and Boys to Men (a mentoring community for teenage boys).



Celebrating the 10th Anniversary of *Difficult Conversations*

This Fall marks the tenth anniversary of the publication of the seminal book *Difficult Conversations: How to Discuss What Matters Most* by our friends Bruce Patton, Doug Stone and Sheila Heen. With their ground breaking book, Bruce, Doug and Sheila captured ten years of research at the Program on Negotiation at Harvard Law School to dig deep into why deals break down. More often than not, they found, negotiations that get stuck or fail to produce optimized value fall short not because of substantive dilemmas but because of erosions in trust, ineffective communication and fractured relationships. It's the "people" part of the problem that requires further study in order to become a more masterful negotiator.

This book, which is the intellectual foundation for our Masterful Conversations course, helped companies begin to look more closely at the quality of the working relationships from their top teams to key external relationships such as suppliers, resellers, and alliance partners. For the first time companies began learning to take water cooler conversations back into the board room and deal head-on with tough conversations. It laid the groundwork for subsequent contributions to the field such as *Crucial Conversations*, *Fierce Conversations* and *Non-Violent Communications*. Each of these books, in their own way, called attention to how much of the success of busi-



ness is dependent on the quality of the conversations being held at every level of the organization.

Our Masterful Conversations course helps organizations build the courage and accountability to increase the candor and directness of communication. Whether tailored to address the unique needs of a top team or to cascade across an organization as a cultural intervention, the one and two day trainings can have a lasting and meaningful impact.

The course includes a focus on managing your own reactivity during a heated or emotional conversation to improve emotional self-mastery. This "high road" path enables leaders to increase the transparency of their conversations while maintaining the level of self-management and equanimity and respect in the work-place. It guides people in how to provide strength-based coaching

while offering corrective feedback to employees. Whether implemented to train front line managers, new managers, or high potentials, this course can help build a high level performance management and coaching culture in your organization.

Finally, at the deepest level, the Masterful Conversations course shares the diagnostic lens of the underlying structure of difficult conversations. As the author's suggest, this "internal voice" is at the heart of most conflict and polarization in organizations. Learning how to diagnose and intervene on the mindsets which inhibit learning and collaboration is the vital and energizing outcome of this training. Participants leave with an action plan for how to tackle their own key conversations and how to role-model effective communication and conflict resolution on their teams and in their organizations.

Congratulations to Bruce and Doug and Sheila on this milestone. Your work is a wonderful gift to the organizations we touch and

Mobius Keynotes



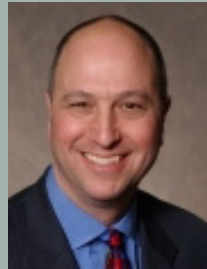
Erica Ariel Fox



Carole Kammen



Robert Hanig



David Eaton



Alex Trisoglio



Grady McGonagill



Paul Silverman



Jeffrey Kerr



Scott Rutherford



Anne Gottlieb



Srini Pillay



Terry Real



Mark Thornton



Amy Edmondson



Jennifer Cohen



Linda Netsch

Mobius Executive Leadership is proud to begin offering thought leaders to provide keynote speeches for top team meetings, corporate gatherings, industry conferences and other professional settings. The following are key leadership topics on which our senior consultants are prepared to speak.

The Art of Negotiation

Personal Mastery and High Performance

Developing a Global Mindset

Top Team Dynamics

Cultivating Leadership Presence

Personal Effectiveness

Time Management

Neuroscience and Leadership

Dealing with Difficult Leaders

Stress-Free High Performance

Coaching for Performance

Women's Leadership

Systems Thinking

Globalization and Leading in Turbulent Times



The True Joy of Life

This is the true joy of life, the being used up for a purpose recognized by yourself as a mighty one; being a force of nature instead of a feverish, selfish little clod of ailment and grievances, complaining that the world will not devote itself to making you happy.

I am of the opinion that my life belongs to the community, and as long as I live, it is my privilege to do for it whatever I can. I want to be thoroughly used up when I die, for the harder I work, the more I live.

Life is no “brief candle” to me. It is a sort of splendid torch which I have got hold of for a moment, and I want to make it burn as brightly as possible before handing it on to future generations.

-George Bernard Shaw

For more about the offerings of Mobius Executive Leadership please go to **www.mobiusleadership.com**.

To discuss bringing Mobius leadership programs, trainings or executive coaching to your organization please write **Susan.Brady@Mobiusleadership.com**.

