

Dear Leadership Professional,

Welcome to the Spring 2010 issue of the *Mobius Strip*, a newsletter for coaches, consultants, facilitators and interventionists interested in transformational approaches to organizational behavior work. With this issue we continue to fulfill our aspiration to provide thought provoking articles on topics of shared interest, thought pieces on pedagogy or change models, and highlight contributions to the field of executive education. We hope the *Mobius Strip* will become a unique place for finding innovative and powerful resources for our shared enterprise in capability building.

The *Mobius Strip* is about leading from the inside out. Like much of the Mobius Executive Leadership approach to development it has a strong focus on the inner life through contemplative practices, expressive arts, somatic embodiment, outdoor education and ontological and philosophical traditions. We are looking at the intersections of leadership theory with study in psychology, spirituality, and religion. We seek to promote cross-disciplinary dialogue and share ideas, inspiration and practices which can help develop mature and courageous leaders in both the private and public sectors.

The *Mobius Strip* seeks to support the global community of professionals interested in transformation and social contribution. We are working internally within companies as change agents, human resource professionals and organizational leaders. Some in our community are executive coaches functioning either within or outside of a corporate setting. We are in professional services firms and executive development companies. We serve as mediators and conflict resolution professionals, facilitators and intervenors. We teach courses in leadership, communication, organizational learning, presentation and presence, personal effectiveness, action learning and a range of proprietary material developed from our individual body of experience, expertise and learning journey. Together we share a central belief that leadership is a process of deep exploration and involves the cultivation of one's inner landscape as well as external skills and capabilities.

We hope you enjoy this second 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. Join the conversation.

Sign up for future newsletters: [info@mobiussleadership.com](mailto:info@mobiussleadership.com)

Become a community member through Linked In: <http://www.linkedin.com/companies/mobius-executive-leadership>

Warmest best,



Amy Elizabeth Fox  
Chief Executive Officer

# THE MOBIUS STRIP

A NEWSLETTER FOR LEADERSHIP PROFESSIONALS

## The State of the Firm

A Renewed Focus on What Makes Us Distinctive

This Spring we are focused on articulating our own leadership taxonomy while codifying our field and forum high potentials program. Focused around five pillars, at least for the time being, we are iterating a leadership program for executives and high potentials that focuses on: personal mastery, leading others, leading teams, driving organizational health and leading society. This builds on a wide body of leadership suggesting the three key levers in professional development are self mastery (self), results focus (task), and relationships (others).

Our leadership programs combine best practices in negotiation, communication, organizational learning, systems thinking, team dynamics and adaptive leadership with “next practices” in dreamwork, somatics, voice dialogue, expressive arts and meditation. Through the program participants focus on business related action challenges receiving coaching as well as building mini-boards for ongoing social networking and peer coaching. In our experience, leaders 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 driving a shared aspiration and vision of the future.

### Personal Mastery

Our focus on personal mastery derives from our belief that true transformation comes when individuals across a system or an organization experience transformation first-hand at a deep personal level. The

material for the “leading self” component draws from several of our existing training courses including the Personal Insight Workshop, Personal Mastery Intensive; and *Beyond Yes™*: Leadership Mastery and High Performance. Erica Ariel Fox and Carole Kammen lead this work for Mobius and are joined by an exceptional group of transformational facilitators in North America and Europe.

Our “leading self” content enhances a participants’ emotional intelligence and emotional self-management and heightens self-awareness and personal accountability. We also draw on Seth Godin’s recent writing on helping people build on their unique gifts and strengths to become a “linchpin” for their organization. This powerful experiential aspect of our program is one of the distinguishing features of the Mobius leadership approach.

### Leading Others

Content for the interpersonal modules are drawn from theory and models from the Program on Negotiation at the Harvard Law School. They center around building skills in, and a systematic approach to: negotiation, influence, stakeholder management, relationship mapping and holding difficult conversations. We have also begun working with experts on social networking to best understand how the webs of relationships within organizations influence or hinder performance change efforts. This material is presented in our one day courses on Negotiation Essentials, Masterful Conversations, and Resolving



## IN THIS ISSUE

### ▶ The State of the Firm

An overview of our emerging leadership model and high potentials program

### ▶ Performance Management Training

Background on our two day performance management course

### ▶ Personal Effectiveness Program

An overview of our three day offering on personal effectiveness

### ▶ Power and Love

A New Book by Adam Kahane of Reos Partners

### ▶ Professional Development Opportunities

A Summary of learning opportunities for Mobius trainers, facilitators and coaches

### ▶ Mobius Partnerships in Sustainability

Descriptions of Mobius alliance partnerships for the public good

### ▶ How Remarkable Women Lead

A New Book by Joanna Barsh, Susie Cranston and Geoff Lewis

### ▶ The Story of Stuff

A New Book by Mobius friend Annie Leonard



**MOBIUS**  
EXECUTIVE LEADERSHIP

Conflict and is also integrated into our high potentials program.

### Leading Teams

Mobius senior consultants Drs. Edith Greenblatt and Erin Lehman have designed and lead our two day course on Team Effectiveness. This program synthesizes decades of field research in organizational behavior and social psychology and best practice into clear actionable steps that can help participants to become effective team leaders and team members.

The elements of our leading teams curriculum in the high potentials program has been designed by Mobius senior consultants Jeffrey Kerr, Scott Rutherford and Grady McGonagill. It examines team dynamics, building trust, managing conflict, inspiring commitment, creating accountability and focusing on results. Participants identify key team dilemmas and work live in 'real time' with those issues. We also examine the implication of different temperaments and styles to equip

the team to leverage individual differences for collective intelligence.

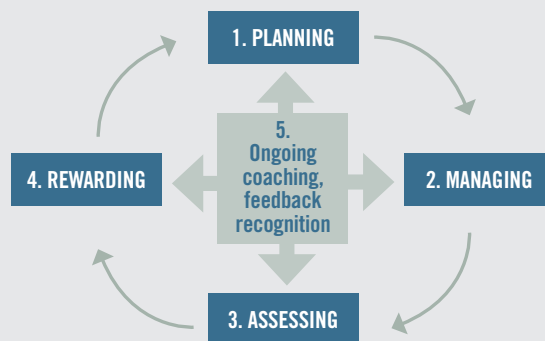
### Driving Organizational Health

This dimension of our leadership programs looks at significant levers of organizational health such as leadership, execution, accountability and innovation and helps organizations to address gaps in excellence. Where an organization is not particularly strong in a critical dimension of organizational health moving the lever of competency amongst its senior leaders and high potentials is a vitalizing way to help change the organizational culture along key drivers of performance. This aspect of the program is very tailored and derived entirely from diagnostic interviews that identify the most pivotal organizational health needs.

## Performance Management Training

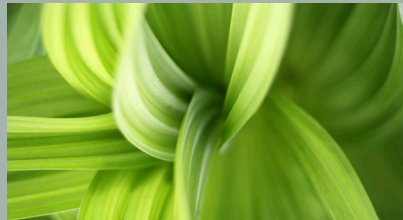
Our performance management training, for managers or managers of managers, introduces a year long cycle of performance management conversations geared to provide high value to employees and the organization alike. Four aspects of performance management are covered in depth as follows: Goal Setting and Aligning/Cascading Goals across the business unit and company; Talent Development and Performance Dialogues; assessing and rewarding performance and managing and developing talent including conducting a year end appraisal. In addition, the training provides guidelines for actively addressing underperformance and managing employees who are defensive, blaming or excuse-making. It focuses on building on employee strengths to ensure good job fit and rewarding high performance. Perhaps most importantly the course supports companies to drive a learning and coaching culture. This ongoing approach helps course correct goals that have shifted with the business context; move employees who are not well fit to their role and responsibilities; and address issues of motivation or employee engagement. Mobius performance management training is geared towards building a high performance culture with a strong focus on driving business results and heightening accountability.

This session includes performance management role-play; exercises to test alignment between manager and employee understandings of key annual goals and targets; introduction of a basic and advanced feedback model; and a focus on driving leadership competencies through the organization. Participants learn how to craft business focused SMART goals and ensure coordination between individual goal setting and broader organizational strategy. In addition, participants learn the relevant performance management conversations to be driving in each quarter of the year. In an application session participants receive coaching on a challenging performance coaching situation they face and develop peer support groups for ongoing learning after the training.



### Contributing to Society

Mobius Executive Leadership has a strong commitment to public sector work and making a distinct contribution to the social fabric and issues of sustainability and peace. In addition to our ongoing alliance partnership with the Global Negotiation Insight Institute, we also enjoy partnerships with several respected organizations working on issues of sustainability and sufficiency. Please see pages 9–12 in this newsletter for more on this work. In our work with clients we focus on leadership in the broader societal context including issues of corporate social responsibility, the triple bottom line and generational differences amongst employees' values and commitments. This aspect of our leadership programs helps companies look closely at their vision and their branding and how they can best be positioned as a conscious business and serve as a market leader for the 21st Century. ■



*“Emotional labor is available to all of us, but is rarely exploited as a competitive advantage. We spend our time and energy trying to perfect our craft, but we don’t focus on the skills and interactions that will allow us to stand out and become indispensable to our organizations.”*

*–Seth Godin in Linchpin: Are You Indispensable?*

## Personal Effectiveness Program

In many organizations we hear managers and team members complain that they simply have too much to do. The sense of being overwhelmed typically results in low productivity and low morale. From our experience people want to do an exceptional job and when they cannot, they get frustrated. They are multitasking ineffectively. They attack different pieces of the problem every day and just “wing it.” They don’t know “where all their time goes”. The Mobius Personal Effectiveness Program is a systematic, best in class approach to building an efficient, engaged and positive work environment.

Our Personal Effectiveness Program helps people to deal with heavy workloads and cope with change; use time effectively and plan well for balancing multiple projects simultaneously; manage project teams and delegate effectively and increase their sense of control and balance in their professional lives. Most alumni of the workshops report that, on average, *they recover nine hours of time each week* as they implement the program.

This is NOT a program which teaches just basic time management principles. Personal Effectiveness workshops not only build skills but help participants to deal with their day to day work related challenges.

Likewise the program is NOT just a presentation or lecture. The immediate application afforded by our workshop format is essential to the sustainability and impact of the workshop.

The Personal Effectiveness Workshop is delivered in three non-consecutive one day sessions with 3-4 weeks in between sessions. Each day begins with participants working together in the morning in a workshop format to understand the concepts and practices of personal effectiveness. In the afternoon, they return to their desks to implement the organizational systems that were discussed, working along with a desk side coach to support the habit change.

Benefits of the workshop frequently reported by past participants include:

- Increased personal organization
- Improved planning and project management
- Improved ability to juggle tasks
- Fewer dropped balls
- Increased focus on top priority tasks
- More effective decision making
- Better delegation and utilization of team
- Reduced procrastination
- Reduced stress and anxiety
- Increased sense of balance and satisfaction ■

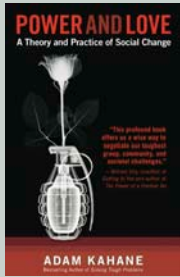


### Paul Silverman

Paul Silverman directs the Personal Effectiveness Programs for Mobius Executive Leadership. Paul’s workshops help professionals realize extraordinary productivity gains and stress reduction. Paul Silverman was born in Pittsburgh, PA and graduated with a BFA and MFA from Carnegie-Mellon University. Silverman lived in Japan for over 12 years where he received his MBA from Oita University. During this period Silverman worked as a business consultant in Japan for clients including Texas Instruments, NTT and the American Consulate. As an instructor of efficiency programs, Silverman has helped improve the productivity of executives from organizations including Pfizer, JP Morgan Chase, Citigroup, AXA, Capital One and more. His legal industry clients include Nixon Peabody, Debevoise and Plimpton and Baker Botts.



# Power and Love



Twenty year veteran thought leader on organizational systems and presencing, Adam Kahane of Reos Partners has a new and wonderful book out. I asked him if he would provide the synopsis of *Power and Love* for the *Mobius Strip* and this is what he sent:

*Synopsis of Power and Love: A Theory and Practice of Social Change* (San Francisco: Berrett-Koehler, 2010)

The two typical ways that people try to solve their toughest group, community, and societal problems are fundamentally flawed. They either push for what they want at all costs—in its most extreme form, this means war—or try to avoid conflict, sweeping problems under the rug in the name of a superficial “peace.” But there is a better way: synthesizing these two seemingly contradictory approaches.

Adam Kahane argues that the two typical ways reflect two distinct, fundamental drives: power, the single-minded desire to achieve one’s purpose, and love, the drive to unite with others. Both of these drives are inextricably part of being human, and so to achieve lasting change you have to be able to work fluidly with both. In fact, each needs the other. As Martin Luther King Jr. put it, “Power without love is reckless and abusive, and love without power is sentimental and anemic.”

Kahane delves deeply into the dual nature of power and love, exploring their subtle and intricate interplay. With disarming honesty he relates how, through trial and error, he learned to balance between them, shifting from one to the other as though learning to

walk—at first falling down, then stumbling forward, and then moving steadily toward sustainable, systemic solutions.

For the last twenty years Kahane has worked around the world on a variety of challenges: economic development, food security, health care, judicial reform, peace making, climate change. He has worked with diverse teams of leaders—executives

and politicians, generals and guerillas, civil servants and trade unionists, community activists and United Nations officials, clergy and artists. He has seen, up close and personal, examples of inspiring progress and terrifying regress. Power and Love reports what he has learned from these hard-won experiences.

For more on the book or Adam’s work with clients please see [www.reospartners.com](http://www.reospartners.com).

*The Mobius community is invited to the US launch of Power and Love on the evening of Tuesday June 15th at the Democracy Center at 45 Mt. Auburn Street in Cambridge MA. Informal conversation with Adam at 5:30 PM and his presentation will begin at 6:30 PM EST. ■*



## Adam Kahane

Adam Kahane is a partner in Reos Partners, an international organization dedicated to supporting and building capacity for innovative collective action in complex social systems, and a Visiting Practitioner at the University of Oxford and the University of Waterloo.

Adam is a leading organizer, designer and facilitator of processes through which business, government, and civil society leaders can work together to address their most complex challenges. He is the author of *Solving Tough Problems: An Open Way of Talking, Listening, and Creating New Realities* and *Power and Love: A Theory and Practice of Social Change*.

During the early 1990s, Adam was head of Social, Political, Economic and Technological Scenarios for Royal Dutch Shell in London. Previously he held strategy and research positions with Pacific Gas and Electric Company (San Francisco), the Organization for Economic Cooperation and Development (Paris), the International Institute for Applied Systems Analysis (Vienna), the Institute for Energy Economics (Tokyo), and the Universities of Toronto, British Columbia, California, and the Western Cape.

Adam has a B.Sc. in Physics (First Class Honors) from McGill University, an M.A. in Energy and Resource Economics from the University of California, and an M.A. in Applied Behavioral Science from Bastyr University.

# Professional Development Opportunities

## Conscious Embodiment & the Enneagram An Experiential Workshop for Leaders, Consultants, and Coaches

Saturday 1st May 2010 • 1:00pm - 5:00pm

We all carry habitual patterns: ways of being, doing, and interacting with others that are often invisible to us (yet visible to others). Often, our patterns are communicated non-verbally. It is estimated that 70 percent of our communication is non-verbal, a crucial statistic when it comes to our effectiveness in the world.

Our patterns are mapped in the Enneagram, a system that describes nine basic personality types and their complex interrelationships. They are also revealed through Conscious Embodiment, an Aikido-influenced practice that allows us to recognize how our minds and bodies habitually react to pressure. Practiced together, the Enneagram and Conscious Embodiment can increase awareness of our habitual patterns in ways that few other practices can.

This workshop is designed for leaders, consultants and coaches. It will help you to become more aware of how you “show up” in your physical presence and interactions. It will be highly experiential. We will do practices to reveal physical patterns and explore linkages to the Enneagram. Drawing on these insights, you will learn ways to consciously shift your patterns to increase your effectiveness.

*Knowledge of your Enneagram type is necessary. If you would like to clarify your Enneagram type, you can schedule an interview with Joan Ryan prior to the workshop. The cost for an Enneagram interview is \$50. Prior experience with Conscious Embodiment is not necessary.*

**The Enneagram.** With a history of centuries, the Enneagram is one of the oldest human development systems on the planet. Each of the nine Enneagram personality profiles has a distinct, well-developed world view and coping strategy for relating to self, others and the environment. Our external behaviors, underlying attitudes, sense of self, conscious and unconscious motivations, emotional reactions, and defense mechanisms are all parts of a complex pattern that forms each personality type. Each of the nine types also has its own precise

path to greater awareness and personal growth.

Conscious Embodiment draws on the traditions of Aikido, a revolutionary non-aggressive martial art that offers simple yet deep techniques that help you recognize how your mind and body habitually react to pressure. Conscious Embodiment offers tools and practices for discovering how we communicate non-verbally so that we can access more skillful and responses. Training these principles strengthens our sense of self and deepens our capacity for relationship and leadership. Conscious Embodiment was developed by Wendy Palmer, a sixth-degree black belt in Aikido who lives in San Rafael, CA. She has been teaching Aikido and Conscious Embodiment for 28 years and is author of two books: [The Intuitive Body](#) and [The Practice of Freedom](#).

This workshop is taught by Joan Ryan, an expert in the Enneagram, and Mobius coach Robin Athey.

- **Register by April 15: \$50**  
**After April 15: \$75**
- **Location to be determined.**
- **Please mail checks to: Joan Ryan, 12 Barnes Rd, Newton, MA 02458**
- **RSVP to [robin@integralgrowth.com](mailto:robin@integralgrowth.com) ■**



### Robin Athey, MA

Robin Athey is Director of Research for Mobius Executive Leadership and a certified Conscious Embodiment teacher. She has 24 years of global experience as a consultant, coach, thought leader, and executive. In 2007, she founded Integral Growth, a research and consulting firm dedicated to advancing the practices of leadership, innovation, and change. For nine years, Robin led global research on the human aspects of organizational performance at Deloitte. She also served as faculty in the firm's coaching practice. She has led global production at Cole-Haan, a subsidiary of Nike, and began her career as a consultant and manager with Kurt Salmon Associates. She has been a fellow at Harvard University and has worked in 28 countries around the globe. She holds a B.S. in Engineering, an M.A. in International Economic Policy from Columbia University, an Advanced Certificate in HR and Organizational Development from Columbia University, and has certified in over a dozen cutting edge leadership and change methodologies, exploring “what works” when it comes to leadership and change. She is a dedicated meditation and yoga practitioner and relishes time with her nieces and goddaughters, Emily, Paloma, and Elena, who take her heart away.

## The Summer Learning Forum of the Global Negotiation Insight Institute

July 25, 2010 - July 30, 2010

Erica Ariel Fox, Anne Gottlieb, Mark Thornton  
Omega Institute in Rhinebeck New York



Erica Ariel Fox, JD, teaches negotiation at Harvard Law School and is founder of the Global Negotiation Insight Institute. Erica is internationally recognized as a pioneer in the integration of wisdom traditions and spiritual practice into the negotiation and conflict resolution field. She is also President of Mobius Executive Leadership, a consulting firm specializing in leadership and conflict transformation.

Formerly hosted at the Harvard Negotiation Insight Initiative at the Program on Negotiation at Harvard Law School, these extraordinary programs, led by internationally acclaimed faculty, guide us in the arts of negotiation, communication, presentation, and leadership. Choose one track at time of registration. All participants have the chance to experience other workshop leaders and the community as a whole. This program is appropriate for anyone looking to connect the practical world of action with the deeper dimensions of who they are. This professional training is a journey toward personal mastery with clear application to organizational, management, and other professional skills. [www.mobiusleadership.com](http://www.mobiusleadership.com)

### Track I

#### *Beyond Yes™*

#### Deeper Wisdom & the Art of Negotiation

Originated at the Harvard Negotiation Insight Initiative, The Beyond Yes Method™ is a seven-step process that cultivates personal mastery for high performance. In this program, we learn how to work with timeless wisdom principles and our own life story to deepen and expand our effectiveness at engaging and resolving our toughest conflicts. This professional training is for those who face conflict at the workplace, in business, or with clients or colleagues, and want to enhance their effectiveness and authenticity. The Beyond Yes process is for professionals seeking more success and higher satisfaction, both at work and in life.

Background on Erica Ariel Fox can be found above.



Mark Thornton is a Principal of Mobius Executive Leadership and a long-standing faculty leader with the Global Negotiation Insight Institute. An experienced meditation teacher, workshop leader, and author, Thornton draws on years in the corporate world as well as decades of contemplative practice in his teaching. Mark is the author of [Meditation in New York Minute](#) and the former Chief Operating Officer of JP Morgan Private Equity London. [www.mobiusleadership.com](http://www.mobiusleadership.com)

### Track II

#### Cultivating Presence & Presentation Skills

Presence and presentation skills are central to success in every professional environment. An experience of presence offers us the kind of grounding we need to respond spontaneously, listen deeply, communicate our deepest intentions, and see old situations in new ways. Drawing on theater techniques, voice work, vipassana (insight) meditation, and the Beyond Yes Method, we learn how to cultivate and maintain our presence in the midst of important communication with others. We also refine our ability to speak to groups in a persuasive, authentic, and powerful way.

This workshop explores what gets in the way of bringing our best self and most powerful voice forward in work and life. We leave knowing how to express ourselves more clearly, influence others more effectively, get our messages across clearly and persuasively, and speak in greater alignment with our true self.

*Wear loose fitting, comfortable clothing.*



Anne Gottlieb is a senior consultant for Mobius Executive Leadership and a returning faculty for the Global Negotiation Insight Institute. She draws on theater techniques learned in her nearly 20 years as an actor and director to coach professionals in leadership presence and dynamic presentation. [www.mobiusleadership.com](http://www.mobiusleadership.com) ■

- This workshop begins Sunday at 7:30 p.m. and ends Friday at 1:00 p.m.
- To register for the Summer Learning Forum please go to [www.eomega.org](http://www.eomega.org).

## Journey Into Wholeness

July 30, 2010 - August 1, 2010

Erica Ariel Fox, JD

Omega Institute in Rhinebeck New York

Most of us spend our time “juggling” all sorts of commitments, running from one appointment to the next. This creates fragmentation, stress, and a sense of chaos in our life.

This weekend is an opportunity to remember how to live in another way and connect with the coherence, stability, and joy that reside in our core. Guided by Erica Ariel Fox, a pioneer in the application of wisdom traditions and spiritual practice to the negotiation field, we set aside our tasks and to-do lists to journey into wholeness.

## The Alchemy of Group Work

The following is a workshop offered in the Boston area by Michael Robbins, a thought leader in group-as-whole process and a wonderful trainer for facilitators, coaches and psychotherapists. For those of you interested in large group work or group facilitation this workshop will introduce you to his approach to working experientially and somatically with groups. Michael will also draw on his years of study with Yvonne Agazarian's who created Systems Centered Therapy and authored Autobiography of a Theory: Developing the Theory of Living Human Systems and Its Systems-Centered Practice.



### Michael Robbins, MA

Michael Robbins M.A., L.M.H.C. has trained with Dr. Yvonne Agazarian in a systems approach to group and individual therapy for 20 years and has practiced and

taught Tai Chi, Qi Gong and Taoist meditation for 30 years. He is also a student of a variety of healing modalities including, existential/psychoanalytic therapy, body-oriented therapies, Qi Gong therapy, Psychosynthesis, Internal Family Systems, object relations, and the Diamond Heart Approach. He has written several articles, two book chapters and a book of poetry. If you would like to find out more about Michael and his work please visit his website [www.michaelrobbinstherapy.com](http://www.michaelrobbinstherapy.com)

*“With a clear understanding of your own drivers of happiness, you’ll find some new paths and new goals along with the courage to stand down your fears.... You’ll be inspired to break through barriers. Your hard work won’t seem so hard and the long hours won’t seem so long. You’ll recover more quickly from setbacks and, what’s more, you’ll find more joy day to day.”*

*—Joanna Barsh, How Remarkable Women Lead*

With kindred spirits, we discover resources in ourselves that bring us energy, vitality and inspiration. Through small group exercises, contemplative practice, ritual, and creative arts, we recall that life is not a problem to be solved but a mystery to be explored and enjoyed.

We return home feeling refreshed, restored, and ready to create a more balanced and soul-sustaining life.

To register for this weekend program go to [www.omega.org](http://www.omega.org) ■

### Group Work: A Body/Mind/Spirit Approach

A Workshop Facilitated by Michael Robbins M.A., L.M.H.C.

May 15th, 9-5pm & May 16th 9-4pm in Somerville Mass.

Michael writes, “The journey from living life inside of a self-centered perspective to living life connected to a larger context has tremendous implications for our happiness. Group work is the most effective modality that I know of for achieving this transformation.

A systems perspective to healing hypothesizes that self-centeredness is the root cause of human suffering. In this regard it is very similar to many spiritual and meditative approaches to human development. The difference is that in group work we observe the defensive strategies that keep us trapped inside of our self-centeredness in the moment of our interaction with each other. As we become conscious at this fork in the road we have the opportunity to choose between our past strategies and the open, edge of the unknown that emerges when we approach relationships with curiosity and presence. As the group develops, each member confronts their conflicts around taking responsibility for their experience and their contributions to developing the kind of group that they want to live in.”

During the workshop group members will also practice simple and powerful forms of moving, standing and sitting Qi Gong to ground, center and cultivate a group “chi-field” of presence, clarity and attunement.

- **Early registration by April 25th, \$250, after that \$325**
- **You can reach Michael at 617 623 0024 or [michaelrobbins@rcn.com](mailto:michaelrobbins@rcn.com) ■**



“...In order to move forward fluidly on the uneven and unsteady and unfamiliar ground on which we increasingly find ourselves, we need to build our capacity for employing both our power and our love collectively.” –Adam Kahane, *Power and Love*

## Moving From the Past to Presence A Deep Dive Into Embodying Our Fullest Potential

**O**ur 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).



To register for Moving From the Past to Presence go to [www.omega.org](http://www.omega.org) ■

## The Personal Mastery Intensive: Living and Leading Authentically

**T**he Personal Mastery Intensive: Living and Leading Authentically with Mobius Principal Carole Kammen will be offered April 8 - 11, 2010 in the Boston area and in the San Francisco area is June 3 - 6. A powerful introduction to Carole’s work for newcomers and seasoned seekers alike.

Pathways Institute invites you to live your life from a new perspective. Experience a weekend that 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

For more information go to [www.pathwaysinstitute.com](http://www.pathwaysinstitute.com) or to register, Contact: Catherine Dolan-Haas: 860-575-6179  
E-mail: [catherine@pathwaysinstitute.com](mailto:catherine@pathwaysinstitute.com) ■

*Note: Both Embodied Leadership and The Personal Mastery Intensive can be offered as a foundational leadership course in corporate contexts through Mobius.*

*Contact Susan Brady at [Susan.Brady@Mobiusleadership.com](mailto:Susan.Brady@Mobiusleadership.com)*

# New Mobius Partners

## Mobius Executive Leadership: Sufficiency and Sustainability Mobius Project with Health Care Without Harm and Practice Green Health

Many of you likely remember Gary Cohen from his presentation on environmental health and toxics at the 2008 Launch meeting in Boston. Gary is the founder and Executive Director of Health Care Without Harm and in 2006, won the Skoll Award for Social Entrepreneurship in and in 2007 the Frank Hatch Award for Enlightened Social Service.

Health Care Without Harm is an international campaign for environmentally responsible healthcare. It has offices in Washington, D.C., Berkeley, Boston, Brussels, Manila and Buenos Aires. HCWH was responsible for eliminating mercury measuring devices in the U.S. and Europe and has a partnership with the World Health Organization to eliminate mercury from healthcare at a global scale. HCWH was also responsible for eliminating over 4,000 medical waste incinerators, as well as introducing green buildings (Green Guide for Healthcare – [www.gghc.org](http://www.gghc.org)) and safer chemicals considerations into the healthcare sector. HCWH has programs on green building, energy and climate, environmental purchasing, safer chemicals, waste, healthy food in healthcare, pharmaceuticals, and green jobs. HCWH has partnerships with EPA, CDC, American Medi-

cal Association, American Nurses Association, Catholic Health Association, Stockholm County Council, and hundreds of other organizations across four continents. Mobius is now providing HCHW with coaching for its senior team as well as strategic advisement on its broader organizational purposes.

Over the last few years the organization has built a membership organization called Practice Greenhealth ([www.practicegreenhealth.org](http://www.practicegreenhealth.org)), which has over 1,100 hospital members and 75 other corporate members. Major hospital partners include Kaiser Permanente, Catholic Healthcare West, Partners



Healthcare, Advocate, Bon Secours, HCA, Providence, Ascension, Catholic Health Initiatives and the VA. PGH has contracts with the sixth largest Group Purchasing Organizations in the country, representing over \$100 billion in purchasing power, to assist them in developing specifications for environmentally preferable purchasing.

Mobius is working closely with PGH to provide educational experiences for its partner hospital systems. Earlier this year PGH Program Director Cecilia de Loach worked with Mobius senior consultants Alex Trisoglio and Grady McGonagill to design and deliver a pilot training program for sustainability officers in hospitals on key levers of enhanced sustainability as well as leadership skills and large scale culture change. Topics included systems thinking, adaptive leadership, stakeholder management and sequencing, and influence/negotiation skills.

The future work is also exciting. HCWH is working with several major hospital systems to launch a Healthier Hospital Agenda in May at its Clean Med ([www.cleanmed.org](http://www.cleanmed.org)) conference, which will be used to lay out a comprehensive sustainability agenda for the healthcare sector and then provide hospitals with tools and technical assistance to help them implement the Agenda. As part of this effort, Health Care Without Harm is working with Mobius Executive Leadership to develop an executive level training that would engage C-suite executives on the broad business case for sustainability. ■

[www.noharm.org](http://www.noharm.org)

*“Work is a chance to do art. Good art is useless and banal. No one crosses the street to buy good art, or becomes loyal to a good artist. Raising the bar is easier than it looks, and it pays for itself. If your boss won’t raise your bar, you should”*

*—Seth Godin in Linchpin: Are You Indispensable?*

# New Mobius Partners

## Leading the Inquiry of Sufficiency by Jennifer Cohen, MA

All of you systems thinkers out there know in your bones that the context in which we are embedded gives us our thinking, being and doing. Structure, as they say, shapes behavior.

For many years I've had my attention on the structure that is our body, been fascinated with how that structure- the anatomical, physiological, emotional, spiritual structure- that we are as human beings shapes our choices, our thinking, and our possibilities in life. And, how we can, through an understanding of the dimensions of that structure, begin to shift and thereby shift what is possible on our lives and in our leading others.

Now my attention has been drawn, not by accident, to the larger social structures that surround and hold and shape that personal structure we each inhabit. There are, no doubt, many ways to describe or de-construct the larger context in which we find ourselves. Scarcity is the source word, the seed concept that has captured our imagination and thinking.

*"We spent a generation believing certain parts of our business needed to be scarce and that advertising and other interruption should be abundant. Part of the pitch of free is that when advertising goes away, you need to make something else abundant in order to gain attention. Then, and only then, will you be able to sell something that's naturally scarce. This is an uncomfortable flip to make, because the stuff you've been charging for feels like it should be charged for, and the new scarcity is often difficult to find. But, especially in the digital*



### Introducing Mobius Alliance Partner Seven Stones

This last year Mobius coach Jennifer Cohen and consultants Gina LaRoche and Shea Adelson have founded and led a new effort to help drive efforts for global sufficiency. They have been working closely with Mobius senior consultant Roger Burton in evolving their collective thinking and iterating a framework for "life on earth to thrive." This inspired and mission-driven effort is a wonderful contribution to the social fabric and we are proud to feature here an essay Jen has prepared for readers of the *Mobius Strip*. At the bottom of this article please find ways to join their efforts and learn more about their discourse and offerings.

*world, this is happening, and faster than ever."*

*—Seth Godin, marketing guru and change agent*

Scarcity is at the root of our economic exchange. In fact if you look up scarce you can see that one of the ways a commodity becomes valued in our current model is that it is scarce, either in nature or by design. We have used scarcity to drive commerce, embed unjust systems, and motivate people to engage in all manner of behavior that does not, in the end, lead to health, well being, love, or the collective good.

We swim both personally and collectively in a trance of "not enough:" not enough money, not enough time, not enough resource for the next business dream, not enough good men over forty, not enough love or energy, or health, or vacation time, not enough political will, not enough food to feed all the hungry children. Both individually and collectively we are dominated by the weight of inadequacy and driven by the quest for more, better, bigger, growth, and expansion as the antidote to our suf-

fering. Infinite Growth has become the holy grail that will; individually fill our personal perceived holes, have us each experience grace, peace and fulfillment; organizationally have us know we have won the game; and societally have us reach the zenith of power and potential.

But as we all know this model is killing us.

*"The dogma of limitless productivity and growth in a finite world is unsustainable and unfair for future generations."*

*—Bhutan Prime Minister Jigme Thinley*

The concept of Sufficiency, a term we have adopted from Lynne Twist's body of ideas, asserts that we are fundamentally enough right now, and we have enough resource to sustain all life on earth. Sufficiency is an inquiry, a source conversation, a context that gives us a framework for sustainable practice to take root and grow. One of our huge concerns has been how to grow sustainable practice inside of the context that gave us the practices in which we now individually and collectively engage. I know Einstein would say it cannot be done.





We say so too and would add that sufficiency, a context as old as the oldest cultures on earth, can give rise to being and doing that is truly sustainable. So we are asking ourselves some questions: what is enough: enough revenue this quarter, enough square footage for our homes, enough personal growth, how would we know

if we were enough right now? What would emerge as structures of exchange and commerce if we were inside of enough? If we presuppose sufficiency what immediately drops from our world view and what immediately enters?

We hold these as deep questions to be held and grappled with, dis-

cussed and planted in our collective psyche. We are eager to hear from you and have you enter this ongoing dialogue. We are hoping to support your own engagement with these life affirming questions and to invite you to enrich the conversation in our community.

[www.sevenstones.com](http://www.sevenstones.com) ■

## AtKisson and Associates

**M**obius offers a two day foundational training in sustainability transformation for top teams wanting to understand what best practices in corporate sustainability are today. In partnership with the Swedish based leader in sustainability transformations and economic indicators, The AtKisson Group, we also provide on-site workshops, off-site training intensives, and “train the trainer” certification programs in the use of the ISIS Method and the ISIS Accelerator™ (trademark) suite of sustainability tools.”

### About ISIS Accelerator

ISIS—Indicators, Systems, Innovation, Strategy—is a potent method for creating a whole-systems view, strategizing successfully for innovative change and accelerating progress towards sustainability. ISIS is an approach that builds on fifteen years of successful practice, with case studies from around the world, and easy-to-use training and planning tools that translate theory into practice in a way that provides both practical advice and inspiration. Accelerator is a comprehensive toolkit designed to support sustainability initiatives of all kinds. The tools in Accelerator help you orient your organization toward sustainability ... perform sustainability assessments ... collaborate to create projects and plans ... build capacity for systems analysis and innovation ... and strategize for successful implementation. The tools have been developed over a period of fifteen years of successful consulting practice, with clients ranging from global corporations and major cities, to international initiatives and UN agencies, to small communities and volunteer groups. They have been adapted to widely varying cultural and organizational circumstances, in many different parts of the world. A brochure which describes the toolkit, and the licensing program, for those who are interested in becoming part of our global consulting network and our family of clients can be found on the Mobius website.

### Background on The AtKisson Group

Since 1992, The AtKisson Group has been a global leader and innovator in the field of sustainability consulting, training, and communications. The Group focuses on helping organizations create or accelerate sustainability transformations in their core operations, and in helping professionals develop their competence in sustainability change agency. A highly integrated approach—which stresses ethics, systems thinking, and adding value in economic, environmental, social and human terms—has been essential to the Group’s longevity and success. Founder Alan AtKisson has long been a recognized leader and author in the field of sustainability; and the tools and methods developed by the AtKisson Group have been adopted by organizations around the world. Associates in the Group include a number of very senior practitioners whose experience stretches from sustainability leadership in the US White House to working hands-on with Asian companies in the global manufacturing supply chain. AtKisson Group’s depth and breadth of experience in sustainability work is extensive, global, and unique.

[www.atkisson.com](http://www.atkisson.com) ■



Mobius senior consultant Alan AtKisson has a new book on sustainability and culture change. Like Alan’s previous book *Believing Cassandra*, this book is essential, transformative reading for leaders in business, organizations, and government, and professionals of all description in all sectors who are working on whole systems change in pursuit of strategies for innovation, sustainability, and profitability, as well as students in business and management.





## Annie Leonard & The Story of Stuff

Our long time friend and sustainability activist Annie Leonard has a new book.

In her recent visit to Boston I asked her to send us an overview for the *Mobius Strip* and this is what she sent:

Annie Leonard is the Director of the Story of Stuff Project and author of the recently released book, *The Story of Stuff* (Free Press, March 2010).

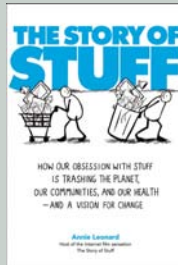
In December 2007, Annie released *The Story of Stuff*, a hit 20-minute webfilm that takes viewers on a provocative and eye-opening tour of the often hidden costs of our consumer driven culture. *The Story of Stuff* has generated over 10 million views in more than 200 countries and territories since its launch, making it one of the most successful environmental-themed viral films of all time. The film has won numerous awards, including a South by Southwest Festival award, and in 2008 Annie was named one of Time Magazine's Heroes of the Environment.

Annie has spent nearly two decades investigating and organizing on environmental health and justice issues, traveling to over 40 countries to visit the factories where our stuff is made and the dumps where it ends up. Annie's films, writing and presentations

combine solid information and first hand investigative reporting with a profound sense of hope that we can, indeed must, find a more sustainable way to meet our material needs.

Prior to directing the Story of Stuff Project, Annie worked for the Funders Workgroup for Sustainable Production & Consumption, the Global Alliance for Incinerator

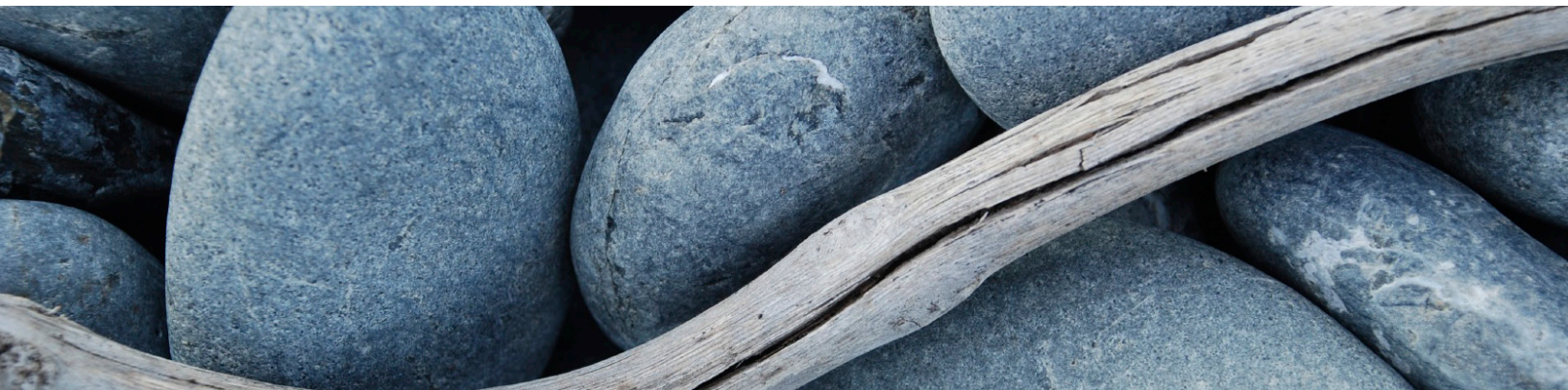
Alternatives (GAIA), Health Care Without Harm, Essential Action and Greenpeace International. She is currently on the boards of the International Forum on Globalization and GAIA and has previously served on the Boards of the Grassroots Recycling Network, the Environmental Health Fund, Global Greengrants India and Greenpeace India. ■



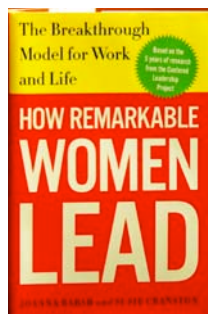
### About The Story of Stuff Book

*The Story of Stuff: How our obsession with stuff is trashing the planet, our communities, and our health - and a vision for change.*

*The Story of Stuff* examines the often hidden environmental, social and health impacts of the mounting piles of stuff in our lives. Annie Leonard provides facts, analyses and stories gathered in over a decade of visiting the factories where our stuff is made and the dumps where it is disposed around the world. From interviewing garment workers sewing Disney pajamas in Haiti to survivors of the biggest chemical industrial disaster in history in Bhopal, India, *The Story of Stuff* takes us on a journey complete with scientific facts, personal stories and signs of hope – examples of people working for safe and sustainable alternatives to our current take-make-waste system. Embedded in Leonard's approach is not just solid information and first hand investigative reporting, but a profound sense of hope that we can, indeed must, find a more sustainable way to meet our material needs. You may never look at all the stuff in your life the same again.



We are collaborating with Ms. Barsh and her team to design and offer leadership programs revolving around Centered Leadership. For more information on these offerings please write [Amy@Mobiusleadership.com](mailto:Amy@Mobiusleadership.com)



## How Remarkable Women Lead

*How Remarkable Women Lead: The Breakthrough Model for Work and Life* (Crown Business, September 2009)  
Joanna Barsh, Susie Cranston and Geoff Lewis of McKinsey & Company

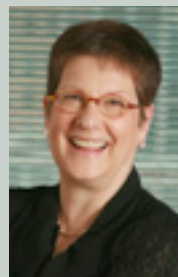
At the core of our leadership model are deep emotional connections: to work, to personal meaning and mission, to achievement, to nurturing instincts, and to a strong feeling of belonging.

Briefly, this is how our system lines up:

- **Meaning.** The sense of meaning is what propels leaders, guides their careers, sustains their optimism, generates positive emotions, and enables them to lead in creative and profound ways.
- **Framing.** To sustain herself on the path to leadership and to see the best possibilities, a leader learns to view situations clearly, separating fact from assumption to avoid downward spirals, move ahead to solutions, and re-energize through action.
- **Connecting.** Nobody does it alone. Leaders make meaningful connections to develop sponsorship and followership, forge an engaged community, and gain the help to accelerate growth.
- **Engaging.** Successful leaders take ownership for opportunities along with risks. They have a voice and they use it. They're able to face the fears in their way and find ways to put them aside.
- **Energizing.** To succeed long-term and to accommodate family and community responsibilities, leaders learn to manage their energy reserves and to tap into flow.

All other things being equal (talent, education, drive), we now see that it is the centered woman (or man) who sustains a successful leadership journey. These leaders thrive when things go well and adapt to significant change without losing their way, because they are centered—not just emotionally, but also intellectually, socially, and physically.

For more on the book, please visit: [www.mckinsey.com/howremarkablewomenlead](http://www.mckinsey.com/howremarkablewomenlead). We are also on Facebook at [www.facebook.com/howremarkablewomenlead](http://www.facebook.com/howremarkablewomenlead) ■



### Joanna Barsh

Joanna Barsh is a Director in McKinsey & Company's New York office. She serves as a leader of McKinsey's Consumer, Retail and Organization Practices. Since joining the firm in 1980, Joanna has served a broad range of consumer-facing clients. Her client experience spans mergers and acquisitions, development of corporate growth strategy, and performance and operations transformation. She also spearheads the Centered Leadership Project and co-authored the book, *How Remarkable Women Lead*, published by Crown Business.

Joanna is a strong advocate for women at McKinsey and beyond. In 2002, she was appointed to the New York City Commission on Women's Issues by Mayor Michael Bloomberg. She also created "Living Portraits," a video archive of 100+ interviews with women leaders from around the world. Additionally, she began The McKinsey Centered Leadership Project, to accelerate the development of women leaders. Her awards include the Girl Scouts Council Woman of Distinction Award and the National Council for Research on Women Achievement Award.

A dedicated contributor to the New York community, Joanna has served the Partnership for New York City, the New York City Economic Development Corporation, the American Museum of Natural History, and the Manhattan Theatre Club, as well as St. Jude Children's Research Hospital and the Alaska Conservation Foundation. She has been a trustee of Sesame Workshop, the education organization responsible for Sesame Street, for 15 years.

Prior to joining McKinsey, Joanna held positions at Macy's and at Bloomingdale's. She holds degrees from the University of Pennsylvania, the University of Chicago and an M.B.A. from Harvard Business School, where she was a Baker Scholar.

Joanna is passionate about many things, but at the top of her list is women's leadership. She has two wonderful daughters, Gaby and Jetta and a husband (David) of 18 years.



# Leadership Development at The Banff Centre



## Centered Leadership: How Remarkable Women Lead

September 27 – 29, 2010

Leadership Development and McKinsey & Company have partnered to offer this unique three-day program which will help you to increase your leadership effectiveness and sustain high performance, from a core of self-mastery. This program is about breakthroughs that elevate your passion and satisfaction in work and life. Through personal, interpersonal, and applied practices you will explore your strengths and hidden aspirations, and re-energize yourself to plan the next steps in your leadership journey.

*Centered Leadership: How Remarkable Women Lead* will be held at The Banff Centre, located in Banff National Park in the heart of the Canadian Rockies.

The Banff Centre experience will give you the chance to engage with exceptional artists in an interdisciplinary environment. Our powerful mountain setting will transform your energy and encourage new ways of reflecting on your leadership.

### In this program you will:

- Expand your personal leadership toolkit by exploring the five self-reinforcing elements of centered leadership: meaning, framing, connecting, engaging, and energizing
- Learn from the stories and experiences of senior women leaders around the world
- Examine the latest research in brain science and adult learning to tap into your full potential
- Develop unique and supportive relationships within a community of women leaders
- Lead yourself differently and play a bigger game
- Leave with a sense of rekindled passion and a concrete action plan to sustain this in your workplace and day to day life

[www.banffleadership.com](http://www.banffleadership.com)



The Banff Centre  
inspiring creativity

# Leadership Development at The Banff Centre



## This is the right program for:

Seasoned female executives currently in positions of significant leadership and influence, who are highly competent and successful managers, and who have a desire to develop their capacity to lead profound change in their organizations.

## Special Program Features:

- Use art, theatre, movement, and meditation methodologies to develop the five elements of Centered Leadership
- Complete a Centered Leadership self-assessment and feedback process
- In-program coaches support your experience and your personalized learning plan
- You and four other program participants will create a mini-advisory board to support one another in achieving post-program goals

## Faculty Team

Our faculty team brings a rich combination of experience in business, coaching, and personal mastery work.

- Johanne Lavoie, MBA, McKinsey & Company
- Carole Kammen, MA
- Susie Cranston, MBA, co-author of *How Remarkable Women Lead*, McKinsey & Company
- Josephine Mogelof, PhD, McKinsey & Company

## What are the first steps?

Talk to one of our personal learning advisors to learn more about this and other programs. Call toll free 1.800.590.9799 or e-mail us at [leadership@banffcentre.ca](mailto:leadership@banffcentre.ca)

## Program Fees: \$3,000.00\*

\* Plus applicable taxes. Fee includes accommodation and meals at The Banff Centre for the duration of the program.

[www.banffleadership.com](http://www.banffleadership.com)



The Banff Centre  
inspiring creativity



*Vaclav Havel*  
*playwright and defender of human rights,*  
*former president of Czechoslovakia*

“...the kind of hope I often think about... I understand above all as a state of mind, not a state of the world. Either we have hope within us or we don't; it is a dimension of the soul, and it's not essentially dependent on some particular observation of the world or estimate of the situation. It is an orientation of the spirit, an orientation of the heart; it transcends the world that is immediately experienced and is anchored somewhere beyond its horizons.

Hope, in this deep and powerful sense, is not the same as joy that things are going well, or willingness to invest in enterprises that are obviously headed for early success, but, rather, an ability to work for something because it is good, not just because it stands a chance to succeed. The more unpropitious the situation in which we demonstrate hope, the deeper that hope is. Hope is definitely not the same thing as optimism. It is not the conviction that something will turn out well, but the certainty that something makes sense, regardless of how it turns out.

It is also this hope, above all, which gives us the strength to live and continually to try new things...”

For more about the offerings of Mobius Executive Leadership please go to [www.mobiusleadership.com](http://www.mobiusleadership.com).

To discuss bringing Mobius leadership programs, trainings or executive coaching to your organization please write [Susan.Brady@Mobiusleadership.com](mailto:Susan.Brady@Mobiusleadership.com).



**MOBIUS**  
EXECUTIVE LEADERSHIP