



Culture Change

Align your company by empowering your most precious resource: your employees

If you could see the changes our clients make...

Chronic Cultural Tendencies

Your organization's culture has an almost invisible set of written and unwritten rules of how to survive and thrive. Some traits are essential to your success; others hamper creativity, collaboration and performance. We have identified four chronic leadership dysfunctions that are present in every organization: conflict avoidance, Us vs. Them Dynamics, resistance to uncomfortable learning, and tactical fire-fighting. Your people may be very busy, well-meaning, and talented — but they under-perform their potential in proportion to how pervasive these dysfunctions are in your culture. .

Senior Leadership Models the Way

Don't send your employees to get "fixed," however, because it won't work. It doesn't matter what you say, it matters how you act. Your people will proactively own their responsibility in problems, raise uncomfortable issues, and ask probing questions in their performance reviews when you and your senior leadership have modeled it enough for them to feel safe doing so.

Organizational transformation happens from the inside out. As employees at every level of your company become personally aware of their ego-driven behaviors, and discuss them openly with each other, a more potent way of interacting, collaborating, and contributing will emerge.

Gratitude and Sustained Performance

The paradox of cultural dysfunction is that everyone is both victim and accomplice. Your people probably believe the culture happens to them, even as they unwittingly play it out on others. They all crave something different, but lack the awareness, tools and collective commitment to make a sustained shift.

A culture of authenticity, inspiration and ego-free relationships will inspire your people to take risks, go the extra mile, surpass performance expectations. Time and again, we have seen how grateful people are when leaders create cultures that make that possible.

As a CEO, LAL has been my most powerful tool to create culture change in our organization. It has completely revolutionized the way we think, act and behave as a company. From smoother operations to breakthrough collaboration, we have forged a level of inter-personal and inter-department effectiveness that is a tremendous competitive advantage.

Brandon Black

CEO

Encore Capital Group

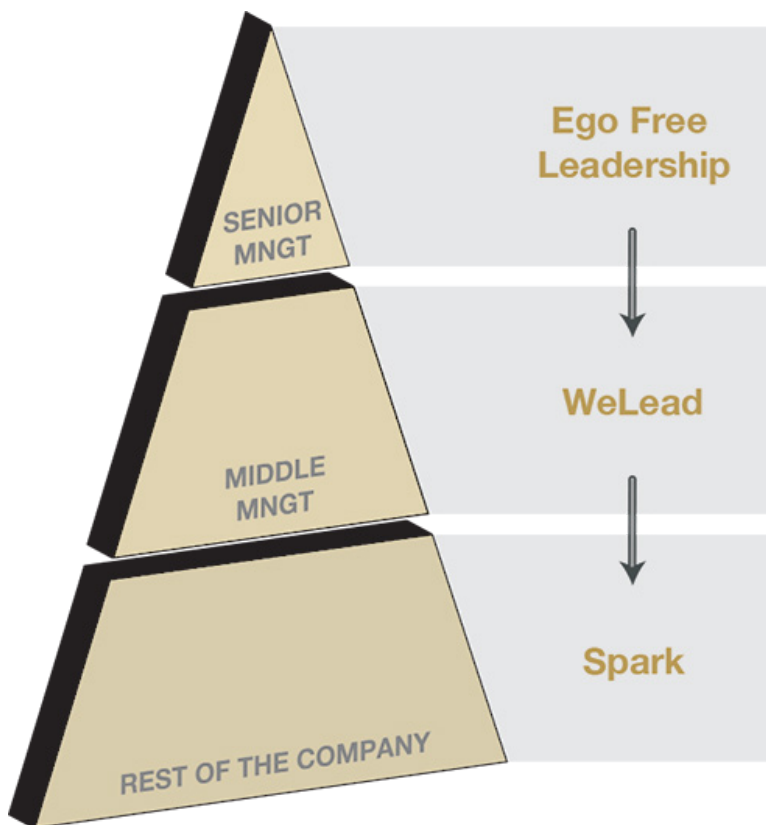
100% thought the program was good or very good

99% thought this was a great investment for themselves and their team

Lead the change down into the organization

Knowing that human beings are most receptive to change they see and not change they are told to make, we believe the higher you are in the organization the more you are to act as a role model for rest of the organization. Therefore

we give the most comprehensive training to the top management knowing that the ripple effect through out the organization will be greater and give lighter version of our self-mastery tools as we go down into the organization.



Step 1 - Train the top leaders to be the «Chief Learners»

The **EgoFree Leadership graduate program** will enable the top management to understand the roots of their contribution to the counter-productive cultural traits, have an acute understanding of interpersonal dynamics and have the tools to consistently lead these situations differently.

Step 2 - Create a self-aware and united middle management

Although corporate environments are quite different, they are all limited by a common set of unproductive cultural traits. **WeLead** will address the most pervasive traits like conflict avoidance, Us vs. Them dynamics, aversion to feedback & criticism, and working tactically / fire-fighting.

Step 3 - Instill a learning mindset deep in the organization

Inspire the rest of your organization to create transparency and break down silos. **Spark Your Mastery** will provide them with core tools and concepts to be part of the change. (Train the trainer available)

Program content

STEP 1 - EGOFREE LEADERSHIP PROGRAM

1-year training program comprised of:

- 360° Feedback – Envision
- Personal Mastery
- Advanced Mastery
- 360° Feedback – Evolve
- OngGoing Coaching

STEP 2 - WELEAD

4 Sessions (3 days each):

- Raising Issues Constructively
- Making Others Good
- Embracing Learning
- Working Strategically

Additional support:

- e-Learning Center
- 360° Feedback Written (1 round)

STEP 3 - SPARK YOUR MASTERY

4 Sessions (4 hours each):

- Image Management
- Beyond Being Right
- Making Others Good
- At The Source Goals

Train the trainer available

WeLead

STEP 2 of your Culture Change Effort

In order for an organization to step up to an aggressive set of goals, reinvent itself, or simply renew its focus on core principles, its people and culture must evolve to rise to the challenge.

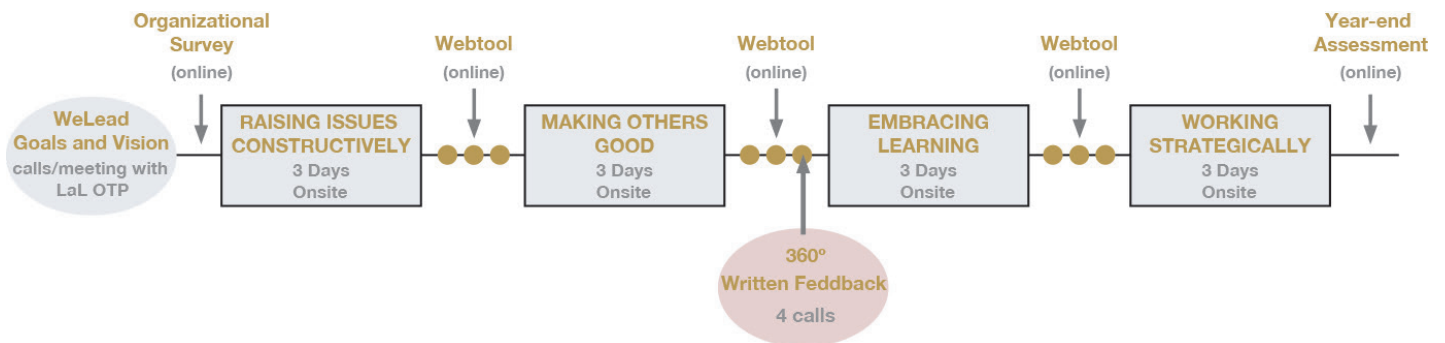
Creating step-function evolution in an organization requires more than a structural reorganization or a re-articulation of company values and goals.

LaL has drawn on its extensive and renowned executive development methodology to forge We-Lead.

This program is appropriate for all levels of management and staff. It is particularly effective to mix groups from different areas of an organization.

WeLead was successfully delivered at:

- Capital One
- TransUnion
- Shell
- NASA
- NAVAIR
- Encore Capital
- Sandia National Lab
- Burroughs & Chapin



WeLead Participants' experience:

“ I’ve been through other leadership training and this is by far the most comprehensive, to the point, and impactful ever experienced. Great to see it’s becoming more and more a part of our culture every day. ”

“ The tools and knowledge that I took away will be useful in guiding me through the remaining of my career. ”

“ Not traditional – but I guarantee that I will remember the course. ”



“ We Lead has given us a new framework and a new set of tools to work differently together. We no longer focus on being right, but on getting to the right answer, regardless of whose idea it was. We no longer avoid conflict, but have learned a new way to talk to each other about difficult issues. We’ve learned about how receiving feedback can shift from something that is dreaded and feared, to a positive, learning opportunity. Throughout the organization, we are much more aligned than we ever have been. I would highly recommend We Lead for any organization. ”

Paul Grinberg
Executive VP & CFO
Encore Capital Group

Four On-site Sessions

*The sessions are a combination of conceptual frameworks, experiential exercises and first-hand examination of real situations that help participants uncover their **personal barriers** to effective leadership and collaboration.*

Session 1

Raising Issues Constructively

There is a drought of direct and constructive dialogues in today's organizations. It is not a skill we are taught, so issues, misunderstandings and personality clashes typically go unaddressed and become disproportionately destructive. This fuels worklife stress and undermines performance.

Participants will learn to resolve conflicts and address tension-filled topics in a healthy and effective fashion.

The course further teaches that it is insufficient to simply raise issues, but that it is crucial to do so constructively, with a goal of learning and dialogue, in order to nurture an environment conducive for others to have open and honest communication.

Session 2

Making Others Good

One of the most significant impediments to productive collaboration in organizations whether between individuals, small work teams, or large divisions is that of "Us vs. Them" dynamics. Blame, scapegoating and resentment reinforce silos as communication and cooperation diminish and human potential is vastly sub-optimized.

Participants will discover how this common mechanism works and examine how these tensions are actually opportunities for personal growth and improved communication and collaboration. A practical process for shifting tense relationships further provides the foundation for enabling participants to create this change. They learn instead how to Make Others Good a powerful leadership concept and practice for breaking new ground in their organization.

Session 3

Embracing Learning

Being in a learning mode remains one of the most essential yet challenging skills to acquire and practice. Too often, we miss the genuine learning from our mistakes and failures and therefore risk repeating them at an individual and organizational level.

Participants will discover their personal barriers to proactively seeking growth in these areas, enhancing organizational and individual performance.

Coupled with LaL's 360° Written Feedback Assessment (*see description*), this class leads participants through an analysis of their feedback and draws on LaL's unique root cause analysis framework to understand more deeply why they behave as they do. - and consequently build a customized developmental plan they both own and have tools to reach.

Session 4

Working Strategically

This course is designed to give leaders and managers crucial organizational skills for their work and time management. Much of the fire-fighting and overly tactical thinking in organizations today is due to managers reacting to the day's events vs. anticipating the upcoming priorities.

Participants learn both a conceptual framework for organizing their work, and apply it real time to their current life challenges. Drawing on key lessons from the LaL's methodology (and particularly Advanced Mastery), this class also teaches strategic time management tools for long-term planning, balancing projects and functional/administrative responsibilities with family and personal demands.

*Two LaL-trained facilitators conduct the sessions for groups of 30-70 people.
The sessions are generally 3 months apart.*

Tailored Culture Change Support

Throughout the Program Organizational Transformation Partner (OTP)

Mapping large-scale change is a complex and iterative process. As the different layers of an organization acquire a common set of tools and vocabulary, and begin to enhance their work and communication habits, LaL's Organizational Transformation Partner (OTP) oversees and guides this change through setbacks and successes. Ultimately accountable on LaL's behalf for guiding leadership to achieve its desired results, the OTP works with leaders to maintain a global view of the change process, address organizational resistance, anticipate special needs, and institutionalize the appropriate leadership skills into the fabric of how the organization operates. The OTP also draws on LaL's cadre of operational and academic resources to objectively analyze your operational SWOT's and measure your hard and soft progress.

Initially WeLead Goals and Vision

With the help of the Organizational Transformation Partner (OTP), a very clear set of goals is defined for WeLead looking at why are we doing this program? What do we hope to accomplish? Where must we be as a team and an organization one year from now? Through a thorough process of question & answer over many telecons, LaL and the client define a very clear business case for the program.

Initially and at the End «Organizational Survey» and «Year-End Assessment»

To begin the yearlong program, LaL provides an Organizational Survey using LaL's in-house webtool software. The goal of this initial survey is to take stock of the current organizational challenges from the eyes of the participants as well as their individual part in the current culture.

The Year-End Assessment rounds out the year program by assessing the progress that has unfolded. The survey asks participants to rate the progress made towards the initial vision and organizational goals that were set at the beginning of the year.

By comparing the data gathered from the Organizational Survey at the beginning of the year and the Year-End Assessment at the end, LaL and the client are truly able to assess the ROI using both hard data and testimonials from the participants.

In-between Sessions Webtool

In conjunction with the sessions on Organizational Transformation, WeLead also includes intricate software that allows every participant, whether 10 or 1000, to access information regarding every aspect of the WeLead process. This software is customizable in various ways to best serve the organization during their WeLead experience. Each participant has a personalized homepage in which they have access to the dates for their sessions and all of their tasks and homework assignments for the duration of the process. Every step is automated so each participant is notified via email when there is a task to complete.

Before Embracing Learning 360° Written Feedback

In preparation for the "Embracing Learning" session (Session 3), LaL provides a 360-feedback process to gather additional data. This comprehensive survey is given to 7-10 feedback partners from the participants' immediate environment - both personal and professional. The assessment covers strengths, areas for improvement, business challenges, human and relational dynamics, as well as defining a next level for each person. Similar to the quizzes, the feedback assessment includes a feature that allows each person to customize questions for their own feedback process.

Spark Your Mastery

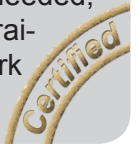
STEP 3 of your Culture Change Effort

Spark Your Mastery is a program of four half-day classes teaching essential Learning as Leadership concepts. Empowered with eye-opening insights into their Egosystem, participants can engage more fully in creating a cultural mindset of responsibility and collaboration.

The Ego Free Leadership program provides tailored, in-depth development to senior management. We-Lead inspires middle management to embark on your culture change journey. Spark Your Mastery offers a flexible and affordable way to share this common language and build a deeper cultural commitment to being a Learning Organization.

Spark Certified Trainers

We recommend delivering Spark Your Mastery through our train the trainer course, and will help you identify suitable candidates. If needed, external LaL certified trainers can facilitate Spark for an additional fee.



Class 1 Image Management

This class introduces the idea of ego-awareness. Participants will define their **Desired and Dreaded Images™**, understand how that drives behavior and explore the consequences on productivity, team trust and cultural effectiveness. Awareness of Dreaded Images lays the groundwork for participants to identify their Ego Threats™, a crucial element in Sorting Pinches™ (a class that will part of Spark Level 2).

Class 2 Beyond Being Right

How can we collaborate if we are always sure that our perception is reality and other people's are in the wrong? Yet how can we do any different if we cannot distinguish **Facts** from **Interpretations**. Participants will learn to identify their frames and unchecked assumptions in order to improve their reactions and expand their grasp of reality. The urge to be right can be replaced by curiosity and partnership in the workplace.

Class 3 Making Others Good

What if our stand in life had an impact on other people's behaviors? What if we had an influence in them showing up as their best self or their worst? Participants will learn how they get into unproductive **Self-Fulfilling Prophecy™** with others, despite themselves. By identifying their responsibilities in such dynamics they can turn the situation around and create an environment we **Make** each **Other Good**.

Class 4 At The Source Goals

People are their best when they are aligned with a sense of direction and inspiration. This class gives participants the time to take stock on their goals in the workplace and in life. Understanding their true motivation behind (**Objective** vs. **Purpose**) will help them be **At The Source™**. Participants will leave with a **Goal Roadmap™** which includes Learning Edges, Milestones and Practices.

