



Claim Leadership™
series

Discover the leaders within.

Vitalwork®
people. change. business.

In the most vital organizations, the ladder of leadership



runs
horizontally

The New Leadership Team It Extends Across Your Organization

Leadership is no longer a climb to the top for a select few. It's a horizontal ladder that reaches out to include managers throughout your company. In an era when our work environments are increasingly complex, demanding and unpredictable—not to mention the ever-present 'do more with less'—responsibility for results cannot lie with only a few leaders at the top.

Extending this ladder begins by inviting your managers to 'Claim Leadership' for themselves—to seize a position of greater responsibility and accountability than ever before. It's a far cry from the old view of 'middle managers' who supervised work and reported on its completion.

Today, managers are the fulcrum upon which the entire company will pivot toward success—or not.

Discover the Leaders Within What Claim Leadership™ Means to You

A management title may infer leadership to the outside world but you know too many managers inside your company who are not truly "leading." The mission of Claim Leadership is to develop managers with a leadership mindset—who recognize that who they are and how they think and act is as important as the tasks they've traditionally been called upon to do.

This leadership mindset, made pervasive, enables you to build a team upon whom you and your senior managers rely for the truth—unvarnished and therefore valuable—and for the performance of all the people within the organization.

Your newly discovered leaders become partners with you in realizing your company's possibilities—made real in your short-term as well as long-term results. They recognize that it's their job to understand and translate the company vision to their people, and to transform their people's talent into performance. **Would you welcome this kind of engagement in your managers?**

Does this sound familiar?

“I am looking for a lot of people who have an infinite capacity to not know what can’t be done.”

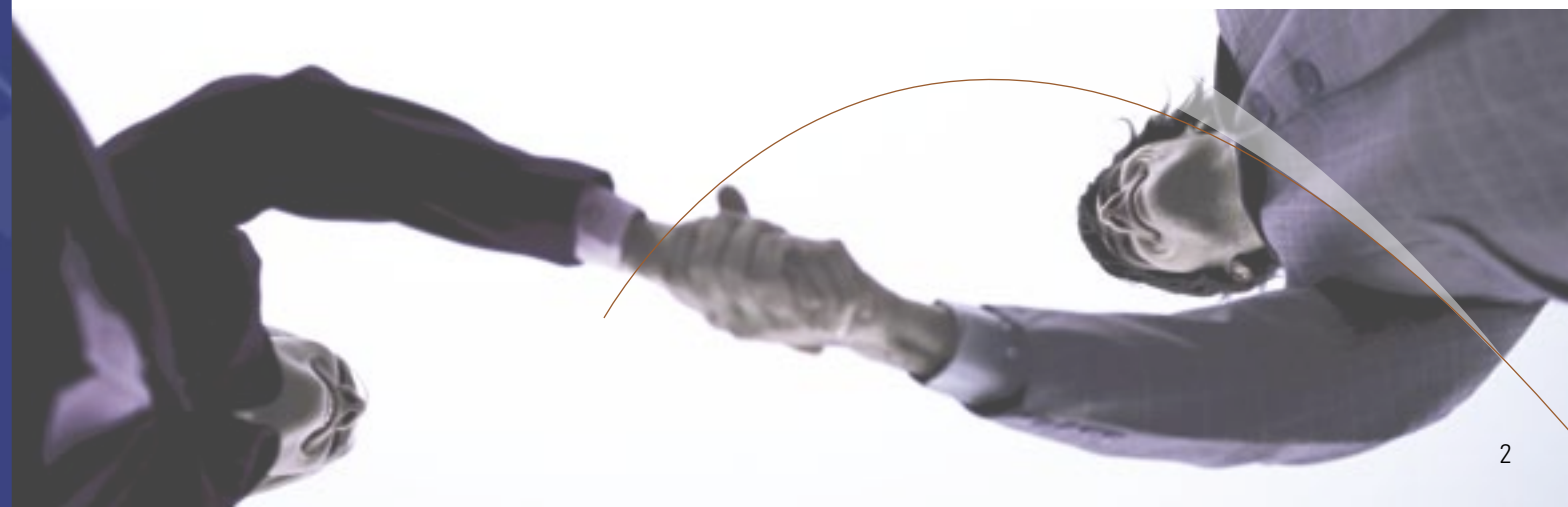
— Henry Ford

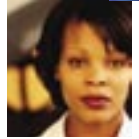
Leadership Challenges You’re In Fine Company

Every day, we work with senior leaders who tell us:

- ▶ I wish my managers would step up to participate more fully in running this company—especially given their talent—but I can’t seem to get the results I need.
- ▶ Our industry will continue to change and evolve, but too many of my managers believe that the way we have worked in the past will somehow be sufficient to meet these new challenges.
- ▶ Our current leadership talent is spread too thin. We need to build our leadership bench strength. (I worry that if we lost our best talent, we’d have no leaders at all.)
- ▶ This company has a history of success, so it can be difficult to get my managers to see the need to do things differently.
- ▶ There are so many opportunities here to really make a contribution. I am counting on my managers to help people take advantage of them.
- ▶ I have a lot of people who are good managers but not great leaders.

It can be different. Your managers can **Claim Leadership**.





“The people who get on in this world are the people who get up and look for the circumstances they want, and if they can’t find them, make them.”

— George Bernard Shaw

Why do we call this “Claim Leadership”? **Leaders Having Their Say**

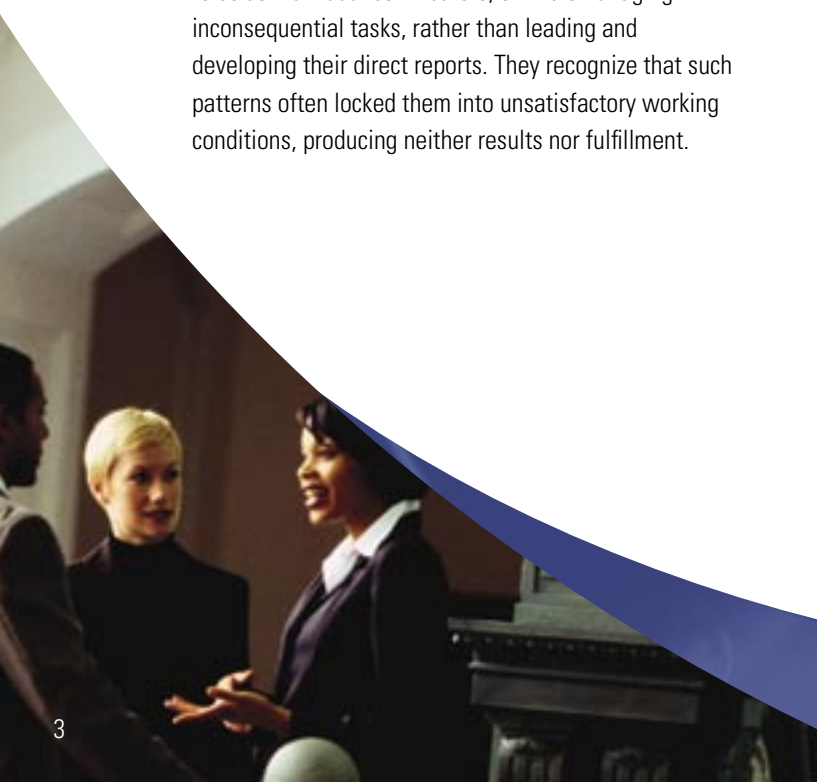
The majority of people in any workforce are motivated not only by money or status but also by the quality of their work experience. Leaders take a stand for what they want the work experience to be—for themselves, their team, their fellow employees across the organization. They declare for themselves how they will contribute in the workplace, leverage the talent of their team and colleagues, and partner with you to create space for the unfolding of a culture in which people, working relationships, and results are all valued equally. They are willing to claim whatever level of leadership is required to bring this to fruition.

Considering what the marketplace requires, you can’t afford to employ managers anymore. You need Leaders.

In our program, managers see that their old behavior patterns were often directed toward fitting in and avoiding conflict, spending time in their comfortable roles as individual contributors, or micromanaging inconsequential tasks, rather than leading and developing their direct reports. They recognize that such patterns often locked them into unsatisfactory working conditions, producing neither results nor fulfillment.

You Can Expect **Those Who Claim Leadership Will:**

- ▶ Bring a markedly higher level of engagement to their work, take personal responsibility for their part in the organization’s success, accept risks, share successes, and shift from ‘what can I get?’ to ‘what can I contribute?’
- ▶ Confront reality and its impact on the organizational vision
- ▶ Proactively find ways to solve problems—by creating new partnerships, untangling old processes, and continually asking ‘why not?’
- ▶ Demand more of themselves and others
- ▶ Talk about the things that really matter, have crucial conversations that are entirely candid and still respectful, feel safe to engage in ‘productive conflict’
- ▶ Demonstrate emotional fortitude in tough times
- ▶ Take the opportunity to establish the working relationships they need to succeed, including a straightforward and developmental relationship with their own manager
- ▶ Act in partnership and collaboration
- ▶ Leverage strengths and talents—both their own and others’





Series Overview

Leader, Coach, Steward The Manager's Path to Results

The Claim Leadership series guides managers through three progressive levels of focus and development—with business results as the driving force behind each of them.

CLAIM LEADERSHIP 1: Manager as Leader

The focus is a topic that does not garner much attention in business—self-awareness. Leaders are different than managers. Leaders think differently, believe differently, behave differently, communicate differently. Participants distinguish the role of leader, as contrasted to who they are currently 'being' and what they are currently 'doing' as a manager. By examining 'automatic' patterns—thought, behavior, attitude, communication—new choices for how to 'be,' and how to get improved results, are revealed.

Think time spent on self-awareness is not productive? It's your best defense against the fear of change, limited thinking, and narrow, control-oriented mindsets that diminish, if not devastate, productivity.

CLAIM LEADERSHIP 2: Manager as Coach

Here the emphasis is on appreciating and leveraging interdependency. Those who do it well are aware of, and open to, the need to engage with others—the optimal way to achieve results of any magnitude. Along the way, truth is told. Feedback is shared. Hard conversations are had. All in the name of securing the required working relationships in the team—with peers, across departments, up the chain of command.

The coaching mindset thwarts toxic water-cooler conversations, inefficient 'work-arounds,' and avoidance of conflict and responsibility.

CLAIM LEADERSHIP 3: Manager as Steward

The theme for this final program is corporate and cultural citizenship. Since *no one* is singularly responsible for cultural vitality, then *everyone* must be. Participants generate the willingness to build a healthy, performance-based culture that can be leveraged immediately, as well as transferred as a legacy to future workforce generations. Cultural accountability is created by departmental partnerships across the organization.

Every day myopic thinking and turf wars threaten your customer relationships and financial future. This makes departmental relationships worth a significant investment of time and effort.



Engagement First Leadership Naturally Follows

Titles don't instill leadership—engagement does. Participants in the program arrive with a title that infers leadership, but we begin our work together by **cultivating engagement** as the foundation upon which to grow into that title.

In the companies with which we work, we find managers scattered along the continuum of engagement. At one end, they're **resistant**, unwilling to step up to a leadership role. Their focus may be on protecting their current positions or knowledge bases. Or they feel a sense of futility, which undermines the energy and productivity of everyone around them. Every day, they—and your company—lose ground.

At the center of the continuum, managers are **compliant**. They view leadership as a means to get ahead, keep their career going, or even keep from falling behind. They 'go along to get along.' They do what they're asked—not less, not more. They watch what they say. They view most work relationships and encounters as resulting in a winner and a loser. Generally, they survive in the organization, but growth is not a possibility—not for them, and consequently, not for your organization.

Engagement is the condition of having willfully chosen to involve oneself in or commit oneself to something, as opposed to remaining indifferent or merely compliant.

At the far end, managers are **engaged** in their role in the organization. They've discovered that leadership is a way to align their personal **vision** and purpose with the company's mission and goals. They look for ways to take **responsibility** for making good things happen for the company. They seek out **partnerships** with other people to maximize their effectiveness. As they thrive and progress, so does your business.

Vision. Responsibility. Partnership. The Tactics of Engagement

Our experience working inside organizations since 1989 has shown that the most engaged leaders make commitments and take action in three vital areas: vision, responsibility, partnership.

► **VISION** in this context is an understanding of your organization's vision, and the ability to create a consistent and compelling personal and departmental vision that integrates effectively with the company's future. Vision insists on a future focus, rather than a present focus. It means moving away from the omnipresent demands of each day to be the person whose behaviors will create a more compelling future.



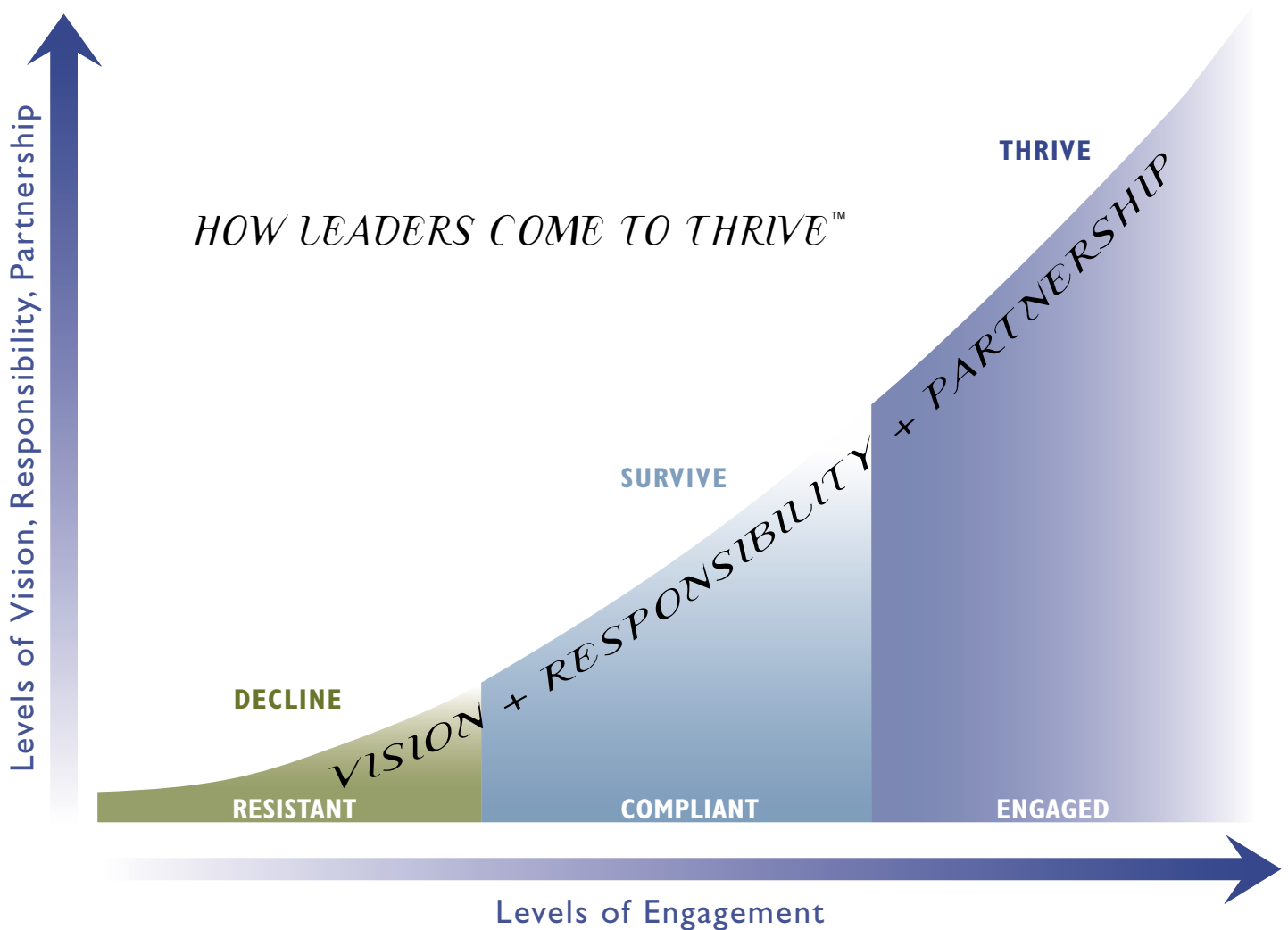
If you have too many managers captivated by day-to-day tasks, dedicating no time to contemplating, planning, and articulating the future, you need more emphasis on Vision. This lifts the burden from you—the main visionary—and creates partners throughout your organization capable of understanding the importance of causing that future.

► **RESPONSIBILITY** is the acknowledgement that leaders are solely responsible for their entire experience at work. Their expectations, the role they play, the effort they put forth, how they partner with others, the results they achieve, the satisfaction they experience—all of it is in their hands.

The need for responsibility is most apparent when you have a number of managers who wait for orders from above, or seem to be paralyzed by obstacles, or point to 'external forces' as the reason why things don't get done.

► **PARTNERSHIP** is the recognition that success demands powerful working relationships at all levels of the organization, and the development of skills to create, nurture and grow these relationships.

Do you feel that you have the essential levels of partnership in your organization? You'll know you don't if you have managers who prefer their individual contributor role, don't value the differences of others, choose to 'control' rather than invite interdependency, are unwilling to be vulnerable, and have a communication style that does not support collaboration.





Series Details

Our Methodology The Participants' Experience

Claim Leadership is an evolutionary developmental process that helps people discover how to 'be' the leader they want to be—for themselves, their team, and the organization. Claim Leadership™ is not a typical training program. We use a set of models, tools and philosophies that lead people to open their minds about what is possible. Every experience is different, because every person who participates is different. In all instances, people emerge profoundly transformed.

Participants accomplish this through personal inquiry, reflective dialogue, and introspection, primarily during shared experience with the other participants—but also as a result of workshop interactions with the program facilitator.

Our facilitators are adept at leading exploratory conversations and supporting participants as they examine all the facets involved in 'being at work.' Our commitment is to: create possibility, broaden perspective, practice humility, create safety, coach versus consult, and maintain confidentiality. These commitments make the Vitalwork experience truly unique—and one of which we are proud.

Who Should Participate?

We recommend that you invite managers who are in positions critical to the company's success. Managers who have the largest sphere of influence, in both 'formal' and 'informal' ways, are your ideal candidates. The scope of their influence ensures the biggest possible return on investment. The impact Claim Leadership has on your organization is directly tied to how widely your new leaders are distributed across your business.

Workshop Schedule

Each of the three programs in the Claim Leadership series is conducted over six full days spaced three to four weeks apart. This allows for concepts to germinate and be practiced in real life. The 'homework' between sessions is designed for practical application to issues being acutely and currently experienced by participants at work. This allows for tangible results throughout the program, not just at program completion.

“Vitalwork team members are savvy on organizational matters, sensitive to the information we share with them and able to stimulate challenging and critical conversations without anyone feeling victimized. These are rare qualities.”

— Steve Gary
Director of Finance and Operations
Strong Health Primary Care Network

Claim Leadership 1

Myself in a New Light Possibilities Open Up

“Claim Leadership 1: Manager as Leader” is an experience designed for participants to recognize themselves—their goals, their strengths and current limitations, their style, their willingness. These are the building blocks of conscious leadership. Great leadership demands self-awareness. Participants achieve more of it by exploring these types of questions:

- ▶ How is being a leader distinct from being a manager?
- ▶ What does being a leader have to do with my vision / the organization’s vision?
- ▶ Where will my behavioral and motivational style challenge me in a leadership role?
- ▶ Where do I constrain my own power to make things happen?
- ▶ What holds me back from being willing to take on certain challenges?
- ▶ What is my capacity to build and maintain relationships in order to produce results and why does that matter?
- ▶ Where do I have choices that I couldn’t see before?

How participants explore and answer these questions for themselves brings new possibilities for performance to light. With them comes more freedom and more choices in how they contribute to results.

3. MANAGER AS STEWARD

2. MANAGER AS COACH

1. MANAGER AS LEADER

Focus: self-awareness

Vision: create a compelling future for myself

Responsibility: recognize my power to make things happen and take responsibility for how I impact others

Partnership: recognize the ‘tools of my craft’ are working relationships with people

Expect to Achieve

Impact of Claim Leadership 1

- ▶ Broaden the definition of leadership to address how they need to ‘be’ different as leader than as manager
- ▶ Leverage their leadership style to unlock their own and others’ productivity
- ▶ Establish awareness of the need for powerful working relationships
- ▶ Learn dialogue skills intended to ensure that leaders have the ‘right’ conversations and feel confident initiating ‘productive conflict’ while always maintaining candor and respect
- ▶ Understand the importance of working ‘on the future’ while addressing the present
- ▶ Let go of their individual contributor role in favor of a leadership role
- ▶ Create a connection with the organization’s vision that inspires and unifies





Claim Leadership 2

A Model Team Exponential Value

“Claim Leadership 2: Manager as Coach” extends the sphere of influence from self to others. Whether inherited or handpicked, teams—fully functioning ones—require intention and effort. There are individual talents, perspectives, styles to be unleashed. There is a compelling vision to be articulated. There are developmental conversations to be had. There is truth to be explored. All of this requires a profound need for others—interdependency. This is a two-way dynamic. It means both coaching and being coached; and having the emotional fortitude to examine and invest in creating powerful working relationships inside the team and beyond. The output of any team is a function of its working relationships. Participants will get to consider new sources for team power by contemplating:

- ▶ What price have I been paying for avoiding team issues?
- ▶ How can I define my workload differently to free up time for the coaching and communicating my team needs?
- ▶ What prevents me from being vulnerable and open in my working relationships?
- ▶ Which working relationships need my time and focus?
- ▶ How can I move from the comfort of my individual contributor role to that of a coach?
- ▶ How willing am I to be coached by others in the organization?
- ▶ How does my vision for the team align with the organization’s vision?

3. MANAGER AS STEWARD

2. MANAGER AS COACH

1. I

Focus: appreciating and leveraging interdependency

Vision: create a compelling vision for my team

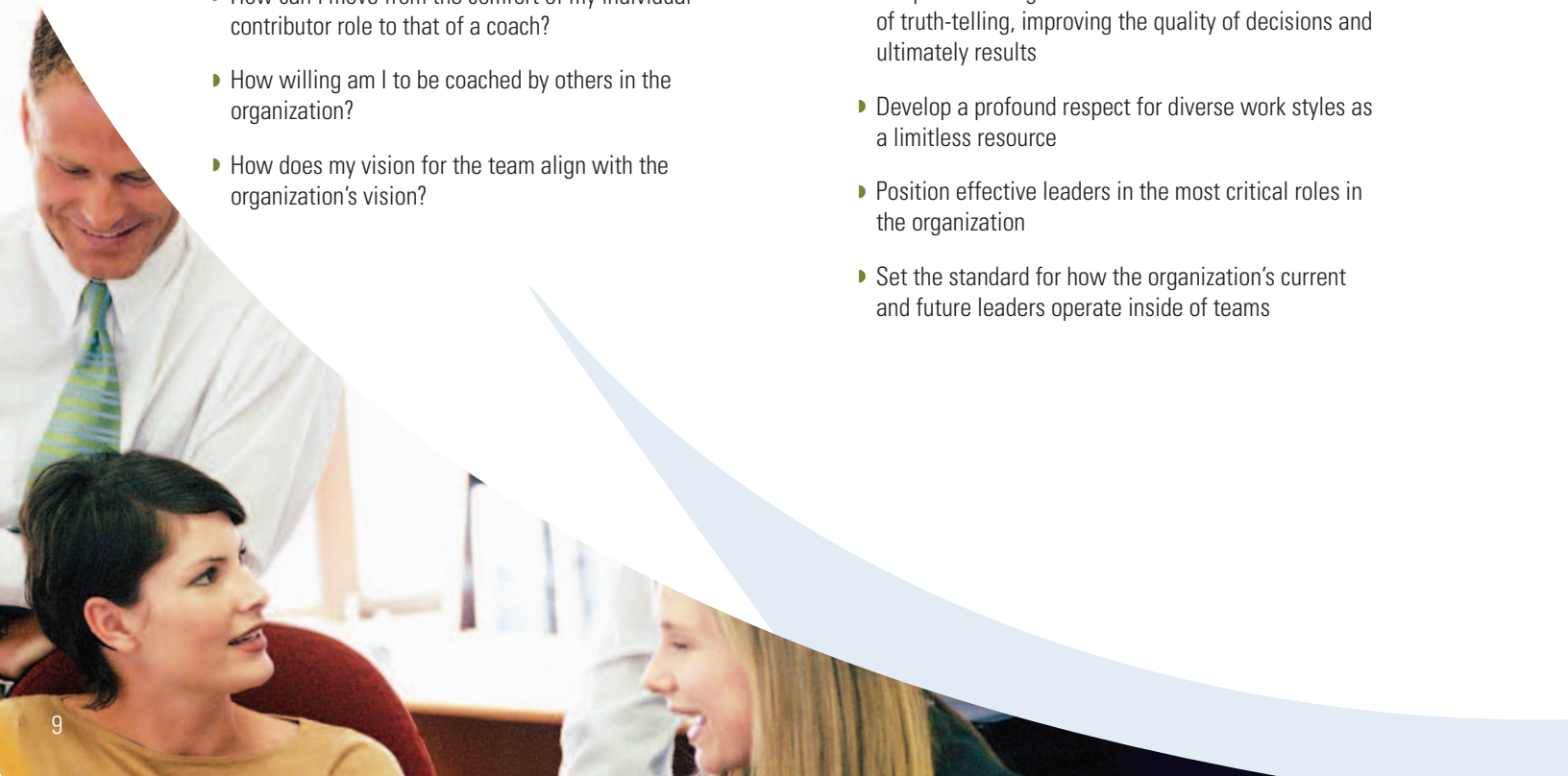
Responsibility: create an environment for people to coach and be coached

Partnership: recognize unique individual talents of team members, leverage the team for results

Expect to Achieve

Impact of Claim Leadership 2

- ▶ Leverage working relationships as powerful assets
- ▶ Recognize and become comfortable with the need to coach beyond traditional reporting relationships—up, down, sideways in an organization
- ▶ Seek out opportunities to give and receive feedback which promotes self-improvement for everyone and leads to organizational improvement
- ▶ Adopt a coaching culture which increases the amount of truth-telling, improving the quality of decisions and ultimately results
- ▶ Develop a profound respect for diverse work styles as a limitless resource
- ▶ Position effective leaders in the most critical roles in the organization
- ▶ Set the standard for how the organization’s current and future leaders operate inside of teams



Claim Leadership 3

The Community At Large Commitment to the Greater Good

“Claim Leadership 3: Manager as Steward” encompasses the greater employee community and incorporates cultural health as the central theme. Participants gauge organizational vitality by measuring the climate of inter-departmental relationships. Existing tensions or barriers between groups are viewed as opportunities, not limitations. Leaders develop a willingness to make decisions and take actions that promote the greater good for the organization, not just their individual departments or divisions. They perform in the short term in ways that don’t mortgage the future. The greater organization is a priority—equally considered with their own interests and those of their team. Participants will define their role as corporate citizens by examining these subjects:

- ▶ Where am I willing to expand focus from ‘my direct area of control’ to a larger concern about the whole?
- ▶ What inter-departmental relationships are directly affecting my team?
- ▶ How do I feel about the ‘soft stuff’ (culture, people, relationships) complementing the hard stuff (facts, data, numbers) as the most comprehensive picture of results and progress?
- ▶ Where am I willing to take responsibility for the state of the organization in terms of its overall employee engagement?
- ▶ Where can I see possibility for collaboration and cooperation with departments or divisions that are traditionally at odds with each other?

Expect to Achieve

Impact of Claim Leadership 3

- ▶ Move beyond the constraints for responsibility traditionally defined by the ‘org chart’
- ▶ Advocate for the ‘right thing to do’
- ▶ Inspire themselves and others to act in the best interest of the business
- ▶ Increase awareness of the impact their decisions and actions have on other departments in the organization at large
- ▶ Create a socially responsible organization, as equally committed to clients, employees, and the greater community as they are to shareholders
- ▶ Have a reverence for the optimal working environment and willingness to be responsible for it across the organization—now and in the future

2. MANAGER AS COACH

3. MANAGER AS STEWARD

Focus: corporate and cultural citizenship

Vision: create a self-sustaining organization through widespread collaboration

Responsibility: take action outside of my area for the greater good

Partnership: build effective cross-functional interdependency throughout organization



In the end, it is important to remember that we cannot become what we need to be by remaining what we are. — Max DuPree

Experience

Claim Leadership

Your leaders have the ability to transform your organization. We invite your call to discuss how Claim Leadership™ can infuse your organization with the leadership it demands. We are happy to demonstrate our process for you in a half-day Claim Leadership workshop. Invite several people from your organization; we know they'll leave enthused and ready to "claim" their own leadership.

Now is a good moment. 585-387-9222

One of the strongest characteristics of genius is the power of lighting its own fire. — John W. Foster

Vitalwork

people. change. business.

At Vitalwork we believe that the key to a successfully competitive company lies in **hiring** the right people, **developing** their capacity to be extraordinary, and creating a **culture** in which they can flourish and will want to stay. We have partnered with business leaders since 1989 to bring this 'vital work' into practice—and fruition. Our offerings address hiring, coaching, leadership, team dynamics, and organizational culture. Our clients are national in scope and found within industries such as technology, health care, telecommunications, financial services, manufacturing, and pharmaceutical.

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