

PROGRAMS FOR  
*Leadership Teams*



WORKING with POWER  
*(it's easier.)*

# Leadership Teams

### LEADERSHIP TEAMS SEEK WORKING WITH POWER WHEN THEY WANT:

- To understand individually the impact they each have on the team and on their employees.
- Better communication among the leaders on the team.
- To address a pattern of poor coordination, re-work, false starts, and weak follow-through.
- To name and dispel the “elephants in the room”. Significant, speedy progress on longstanding, seemingly intractable issues.
- To improve the culture of the organization as a way of improving profitability, innovation, productivity, retention, and reputation.

*Your team's interactions shape every aspect of your business and your bottom line.*

We're known for getting people talking in a way no one else can. Our consultants pinpoint and name the subtle (and not-so-subtle) interpersonal dynamics and patterns of thought and communication that are sabotaging a group's optimal functioning.

### The Premise of the Working with Power Programs for Teams

Whether your team is responsible for an entire company or a sub-division of a multinational entity, you have some sort of bottom line. Profitability. Employee satisfaction and retention. Strategy that will yield long-term stable growth. Whatever your core objectives, the functioning of the leadership team is one of the key factors that determines how successfully you will meet your goals.

### Your team's interactions shape:

- Their leadership capacity for managing change, nurturing new initiatives, and solving systemic challenges
- Their own personal satisfaction, motivation, and retention
- The quality of thought and vision that goes into new strategies and directions: Your team's interactions determine not only your answers, but WHICH questions you ask yourselves
- Employees' morale, motivation, decision-making, and commitment

Although “teamwork” itself has become a hackneyed term, the implications of breakdowns in your leadership team's connec-

tion and functioning are stark. If you're not working well as a team, success as an organization is either impossible or exponentially more work than it needs to be, and therefore unsustainable.

*You don't have time as a team to have some of the conversations you need, let alone to spend a lot of time in "team building exercises" that try everyone's patience.*

Problem is, you don't have time as a team to have some of the conversations you need, let alone to spend a lot of time in "team building exercises" that try everyone's patience. That's why the Working with Power programs for teams are extremely time-efficient for the leaders involved. We can gather data about the team, teach the team a new tool-set, bring out amazing communication and clarity, and set the stage for highly profitable change, while using very little of the team's actual time and attention.

### **We provide:**

- Specific, detailed feedback on how your team operates when you're all together and the impact each member has when they're with their own employees
- Powerful, quick-to-grasp tools that immediately improve both personal work experience and productivity and interpersonal interactions
- Customized recommendations for team commitments that will yield huge returns

- Ongoing meeting facilitation to help your team use new skills while going about their business

By observing team members in action we are able to provide feedback they never otherwise get. **Here's why:**

- Leadership teams are often so busy trying to run the business they don't have the space (or the skill) to step outside their team dynamics long enough to give each other feedback or improve their interactions
- Fear of consequences silences employees who could otherwise provide insightful feedback about leaders' unintended impact
- Leaders' interactions with one another may be satisfying to both leaders, but may nonetheless set an unintended and unproductive tone for others in the organization, discouraging dialogue, reducing morale, or squelching creativity

*We are experts at seeing and articulating the individual and interpersonal patterns of working and communicating.*

In short, few people have the skill and/or the positional power to tell one another how they're coming across in a way that facilitates positive change. Working with Power makes it easy for leadership teams to understand their impact on one another and on the organization and immediately improve it. We have two unique advantages in doing this. The first is our expertise in seeing and articulating the individual and interpersonal patterns of

working and communicating. The second is our powerful framework, The 12 Elements of Power™, which gives language to the positive skills we all use and the dysfunctions that arise when over-used skills become weaknesses. This framework makes it easy for everyone on the team to understand where and why dynamics go funky and how easy it is to shift them to a more productive place.

**There are four components to our work with teams. They include:**

- The 12 Elements of Power Leadership Assessment
- Off-Site or Retreat Training and Facilitation
- Ongoing Team Meeting Facilitation and Feedback
- Individual Executive Coaching for members of the team and/or its leader

Read on to learn more about each of these components and how they work together to create the results teams most need.

## *12 ELEMENTS OF POWER LEADERSHIP ASSESSMENT:*

This assessment began as part of our process for working with individual executives. We have found it invaluable, however, in helping us give incisive feedback to a leadership team, even if we only have one day of their time. Here's how it works: A consultant from Working with Power observes each member of the team and creates a comprehen-

sive report that gives feedback on how the Elements of Power are showing up in active, distorted (over-active), and underactive ways in his or her leadership and work.

**To gather data for this assessment, the consultant will:**

- Shadow the individual in at least 1-2 meetings (up to 3 hours total), gathering data using our proprietary Elements of Power Leadership Assessment, which tracks specific behaviors and others' reactions within the framework of the 12 Elements of Power
- Conduct a 30 minute 1:1 meeting to discuss the client's self-assessment within the framework of the 12 Elements of Power

*We offer real-time feedback on how the team is communicating or making decisions*

The consultant will compile findings and use them to inform our work with the entire team, understanding the dynamics and facilitating open communication and feedback among team members. This individual assessment is an excellent foundation for group programs because it allows the Working with Power consultant to gain deep insight into the individuals participating in the group program before it occurs, thereby deepening the customization and the learning at the actual event. When we conduct 12 Elements of Power Leadership Assessments beforehand, we can provide observations and facilitate a

discussion of dynamics within the team and how those dynamics are reflected throughout the organization.

At some point in the team process (usually after a team retreat or off-site), a consultant will provide a detailed written assessment, delivered at a 1:1 meeting of 30-60 minutes' duration. Clients report that this session and the written feedback and action recommendations are highly valuable as they seek insights into their personal style and its strengths and liabilities.

## OFF-SITE OR RETREAT FACILITATION

The only experience that requires a time commitment from the entire team is the retreat or one-day off-site meeting where we introduce the Elements of Power and facilitate a discussion of the team's dynamics and their effects on the team, the organization, and the bottom line.

We conduct this meeting as a stand-alone event or in conjunction with other agenda items. Ideally, the team leaves their usual environment for at least a day and immerses in a retreat setting such as at Alderbrook Resort and Spa on Hood Canal. Next best, they're off-site at a beautiful venue such as the Columbia Tower Club or Salish Lodge.

### **The outcomes of this retreat include:**

- Each team member understands the 12

Elements of Power and how they show up in active, distorted (over-active) and under-active ways in work

- Each member reflects on their own 12 Elements of Power and the effect their use of power has on their team, their employees, their own experience of work, their work-life balance, and their home life
- The team has an unprecedentedly open dialogue about members' behavior and how it affects the team itself, the organization as a whole, and the bottom line
- Insights are gained into employee and/or customer experiences of the organization and the leadership team's capacity to change those experiences as desired
- Specific take-away commitments that are small enough to be do-able and impactful enough to make the day a brilliant investment of time and resources.

*Your team will have an unprecedentedly open dialogue about members' behavior and how it affects the team itself, the organization as a whole, and the bottom line.*

## TEAM MEETING FACILITATION

Once we're engaged with a team, consultants from Working with Power are often asked to support teams by attending, observing, and at times facilitating their regular team meetings. Our presence is transfor-

mational as a result of our serving in several key ways:

- Facilitating strategy discussions
- Offering real-time feedback on how the team is communicating or making decisions
- Providing new perspectives that aren't emerging from the team
- Asking for and reinforcing new behaviors from individuals on the team
- Holding the team accountable for actions or behaviors they committed to

The intent of the leadership team facilitation is that it reinforces changes in individual behavior and that it elevates the performance of the overall team. After just a few months of our participation in the team meetings, individuals begin to identify and self-correct behaviors that are no longer useful to the team.

### *INDIVIDUAL EXECUTIVE COACHING FOR MEMBERS OF THE TEAM AND/OR ITS LEADER*

After the initial retreat or after their 1:1 meeting to discuss the Leadership Assessment, many leaders engage Working with Power for short-term or longer-term Executive Coaching. We often hear that our coaching is exponentially more powerful than other coaching experiences our clients have had. Our executive coaching services are described in extensive detail at [www.working-withpower.com/coaching](http://www.working-withpower.com/coaching).

*We hold the team accountable for  
actions or behaviors they  
committed to*

### *WHAT'S NEXT?*

- Contact us to discuss what we can do for your team

For a value-added, no pressure conversation about your needs and possibilities, please call Sara Harvey Yao at 206-686-7697 ext. 222. We look forward to connecting with you.

**Michele Lisenbury Christensen** and **Sara Harvey Yao** are founders of Working with Power, LLC, a consulting and training firm dedicated to helping companies retain and develop great people and extraordinary leadership teams. You can read articles about the 12 Elements of Power™, the Distortions of Power™, and helping employees thrive in intense environments at [www.working-withpower.com](http://www.working-withpower.com).

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