



LEA Global Leadership Transformation

June 11, 2024



THE CENTER FOR
CHARACTER-BASED
LEADERSHIP

Let's set the stage...

“What got you here won't get you there”



Using Transformation Cards

Desired Outcomes

Increase awareness of your leadership journey (historical and future)

Identify what's next in your growth and development

Sharing/relationship building with other participants

Leaving the session with 1-2 goals of where you want to grow as a leader

Transformation Card Directions

- Select two cards that represent your leadership up to this point
- Break up into groups of three, ideally with someone you don't know
- Explain why the cards describe who you today. Each person shares
- Choose two cards that represent your aspirations of leadership- what do you need to do to get to the next level. Each person shares
- Debrief as a large group. What did they notice about their growth? Any themes or takeaways? What did you learn? Why is this important for you? Your firm?

NOTE:

Appendix



Three ways to listen

01

Listening to win:

Rejecting or telling the other person they are wrong, even if it's for generous reasons and you are very nice about it

02

Listening to fix:

Listening by offering a solution (sometimes disguised as a question) or asking questions intended to help you offer a solution.

03

Listening to learn:

Listening to understand the other person's perspective as they understand it.

How do I listen to learn?

Don't talk too much!

Don't try to affect anything, except the person's perception that they've been heard

Ask clarifying questions, if really helpful to your understanding

Play back what you hear to check for understanding

Ask what it is like for them (not so much what are they feeling)

→ "What is most concerning *to you* about ____." Or, "What's the best part....?"

What might it look like if we all did a little bit more of this?



Center for Character-Based Leadership

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The Center for Character-based Leadership is a leadership and team development consultancy serving mid-market and professional service firms. Our approach has been field tested for decades and relies on a powerful integration of character and competency. By integrating mindsets and skillsets, we offer a compelling journey of growth and development for individuals, teams and broader collectives.

We're seasoned - partnering with our clients for over 30 years - and innovative - bringing you the best of new research in the leadership field in a pragmatic, actionable form. Our mission is to make your life and leadership - and the lives and leadership of those around you - ever better.