

## SERVICES

# Top Team Development

### WHAT SORT OF “LEADERSHIP CULTURE” IS YOUR TOP TEAM FOSTERING?

The current leadership culture in your organization is an overwhelmingly strong factor in the level of results you achieve and the success of any major change effort you undertake. The leadership culture is established and sustained by your senior leaders.

When we work with your executive leadership team we challenge you with focused questions, such as:

Will the current culture fostered by your leadership team support achievement of the goals you have set and/or the change you want to implement?

Does your top team actually drive the vision or mostly just solve problems?

How effectively does your top team deal with complexity and change?

To what extent do your senior managers believe the share accountability for the effectiveness of the top team?

Does the prevailing management style for your senior leaders draw the best from their employees?

### WAYS WE CAN WORK WITH YOU

Based upon our initial conversations with you and the degree to which your senior managers want to become

a more effective executive leadership team, we will recommend a process from among the following options that best meets your needs and budget.

### THE LEADERSHIP CIRCLE 360° PROFILE (TLCP)

For accelerated leadership development at the top team level, Fulcrum Associates uses the comprehensive model, advanced 360° feedback profile, culture survey instrument, and *The Authentic Leader* workshop, all developed by The Leadership Circle™.

These integrated tools help your managers identify and transform reactive habits of thought\* into outcome-creating thinking and competencies that generate significant, positive results for the enterprise.

(\*Reactive habits of thought: Leaders emphasizing caution over creating results, self-protection over productive engagement, control over bringing out the best in others.)

TLCP surfaces the leader’s inner “operating system,” his/her current assumptions and beliefs that underlie behavior and determine his/her ultimate effectiveness as a leader.

Each member of the senior team completes The Leadership Circle Profile (TLCP), a 360° feedback instrument that measures the two primary leadership domains, Outcome-Creating Competencies and Reactive Tendencies.

*“You have provided excellent quality customized programs for our senior management. Comments from the evaluations include ‘an excellent presenter, clear and focused’, ‘a pleasure to attend such a professionally delivered session’, ‘I can use your techniques immediately to improve my skills’”*

Lynda Shepard, Executive Development Consultant, Centre for Leadership and Learning, Ministry of Government Services



## SERVICES

### TOP TEAM DEVELOPMENT (CONT.)

Each member receives his or her TLCP results in a 90-minute, one-on-one “unpacking” consultation led

by one of our TLC-certified associates. Results from the profile can lead to any (or all) of three courses of action:

1. Putting your team through The Authentic Leader workshop (see below) which enables your managers—individually and as a team—to take their TLCP results and apply them to behavior that will lead the organization to achieving a higher level of results.
2. Customized Team Building for your Top Team which includes some elements of our regular Team Building process but also reflects the Leadership Circle Model and the development needs that emerged from the individual TLCP results.
3. Providing one-on-one customized Executive Coaching for some or all of the team members. This coaching, of course, will build upon the platform of the individual’s TLCP data.

### THE AUTHENTIC LEADER WORKSHOP

This customized two-day experience engages your senior managers in discussions, exercises, simulations, and various reflections that deepen insight into their “inner operating systems”, as reflected in their TLCP results.

The goal of *The Authentic Leader* is to help your team collectively foster and sustain a leadership culture that promotes strong employee engagement, continual innovation and superior results.

### THE LEADERSHIP CULTURE SURVEY (TLCS)

A more measured option available to you is to begin by administering The Leadership Culture Survey (TLCS). This will generate a reading on how (1) your top team members and (2) your employees perceive the leadership culture that is currently being fostered from the top. (For more details, click on the above link to TLCS.)

We share the results with your leadership team and then facilitate a meeting to determine how significant the gap is between the actual and your desired cultures at different levels of your organization. If warranted, you would then proceed with one of the options above, most likely the The Leadership Circle Profile assessment + *The Authentic Leader* workshop.

### POST-INITIATIVE ASSESSMENT

At a suitable time in the future, we can re-administer TLCS to measure any shift in the perceived culture that has occurred as a result of development work done by the senior team.



*“Your practical insight and expertise regarding management and leadership issues, theories, practices and application were evident throughout your time with us”*

Garry H. Cubitt, M.S.W., Chief Administrative Officer, The Regional Municipality of Durham

**SAMPLE OF CLIENTS SERVED:**

- AGF Funds Inc.
- Bank of Nova Scotia
- BEP International (reinsurance brokers)
- Canadian Imperial Bank of Commerce
- Capital One Financial Corporation
- Citigroup
- Credit Suisse Canada
- Credit Union Central of Ontario
- Deloitte & Touche
- Fannie Mae
- First City Trust
- MBNA America Bank
- North American Life Assurance Company
- Platt's (Standard & Poor's)
- The Prudential Insurance Company of America
- The Royal Bank of Canada
- The Universal Group of Funds
- Visa Canada Association
- William M. Mercer Limited

WE ARE A LEADERSHIP DEVELOPMENT FIRM DEDICATED TO HELPING OUR CLIENTS LEVERAGE THE TALENTS OF THEIR MANAGERS AND TEAMS.

We offer training workshops, facilitation services, keynote presentations, and executive coaching that help managers generate consistently high performance by (1) fostering commitment and accountability in their employees and (2) building productive teams.

Our clients include organizations from the corporate, public, and not-for-profit sectors, as well as associations. They know Fulcrum for programs that:

- Present cutting edge concepts and practical techniques,
- Apply interactive adult learning approaches and
- Energize people to deliver superior results

Fulcrum Associates Inc. was founded in 1988. We are a continental firm, headquartered in Northern Virginia, with an operation in Toronto. For projects large or small we are able to draw on the talents of a select number of highly professional associates, each heading a successful independent practice, who deliver programs tailored for today's organizations.



IAN IS AN EXPERIENCED PRESENTER, GROUP FACILITATOR AND EXECUTIVE COACH.

Through his keynote presentations, highly interactive workshops, and custom-designed team-building practice, he helps his clients leverage their investment in their managers and teams.

He works primarily with managers, mid-level to executive. His programs introduce cutting-edge skills and concepts around transforming managers and supervisors into leaders and fostering superior team performance

Ian began his independent practice in 1988, following seventeen years of corporate experience in both the high tech manufacturing and transportation industries.



UNITED STATES  
1711 Pine Valley Drive  
Vienna, VA 22182-2339  
Phone: 703-255-4605

CANADA  
250 The East Mall, #1232  
Toronto, Ontario, M9B 6L3  
Phone: 888-385-2786

Toll Free: 1-888-FULCRUM (385-2786)

[www.888Fulcrum.com](http://www.888Fulcrum.com)