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## The Leadership Lab: Beyond Training



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## The Leadership Lab: Beyond Training

11 Aprilie 2025



**NUMBER ONE  
CRITICAL SUCCESS FACTOR:  
THE ETHICS**

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Bill O'Brien, the late CEO of Hanover Insurance summarized his most important insights from leading transformational change in his own company:

**The success of an intervention depends on the interior condition of the intervener.**

The success of our actions as change-makers does not depend on *What we do* or *How we do it*, but on the *Inner Place* from which we operate.

**THE STRATEGIC FACTOR:**

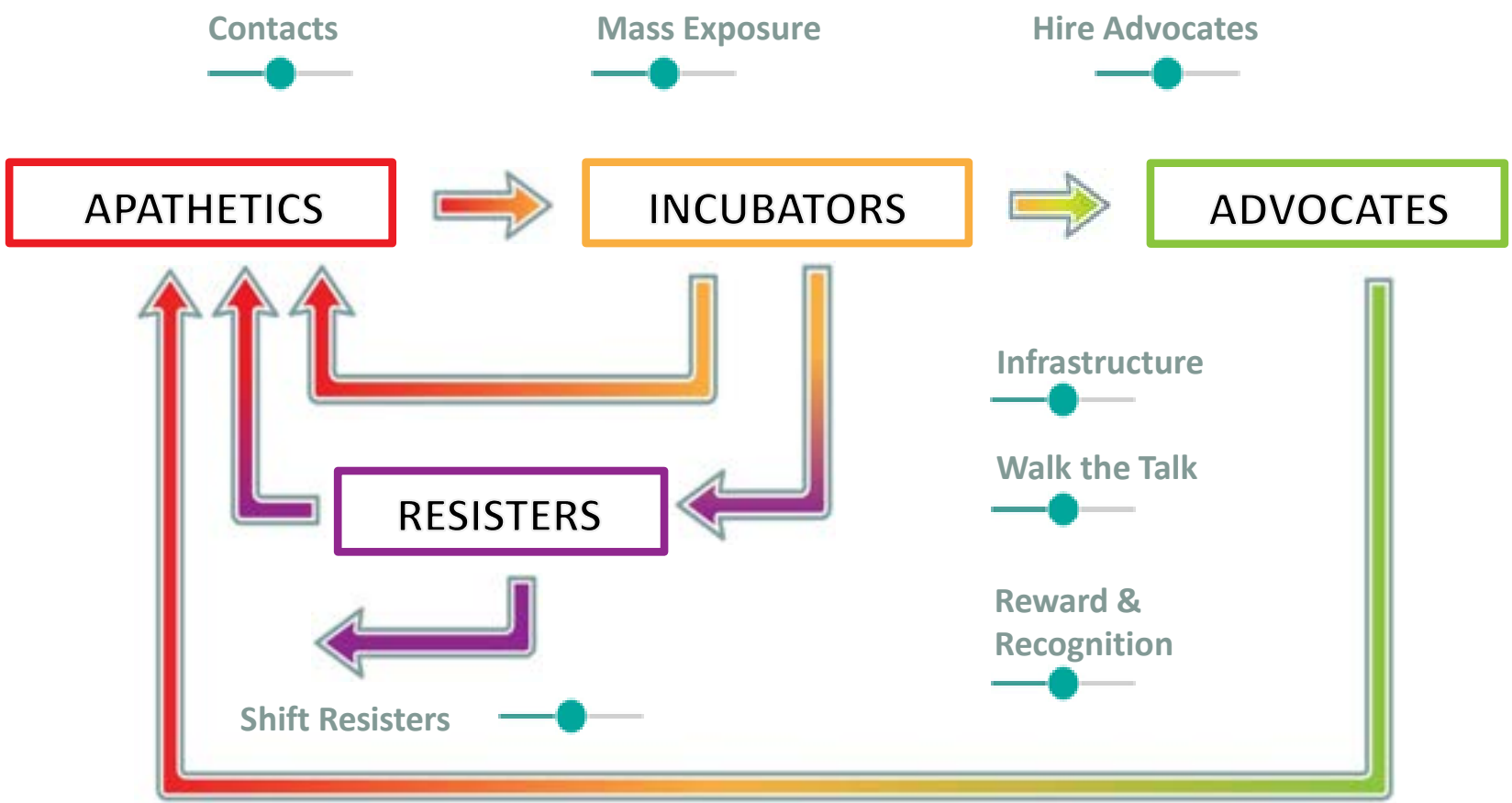
**A SYSTEMIC APPROACH  
FOR CHANGE  
MANAGEMENT**

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# The Tipping Point Model



# FIVE OPERATIONAL SUCCESS FACTORS

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# Operational Success Factors

## Key Influencer Buy-In

Gaining support from key leaders. Visible, authentic and consistent support, role modeling of leadership behaviors.

## Tracking, acknowledging and recognizing progress

Defining tools and processes for progress tracking and ongoing support.

## Reinforcement Plan

Practice, guidance, coaching, and supervision components (with a predefined calendar set from the kick-off). Emphasis on addressing specific ambitions and challenges of each participant or team. (Ex: Action Learning, Appreciative Inquiry, Breakthrough sessions (3D System Mapping), storytelling, aligning efforts with values and purpose, activating optimal motivation for growth, etc.)



## Strategic Integration

Connecting programs with key leadership processes, practices, and routines in the organization targeted for improvement (e.g., meeting productivity, 1:1s, cross-departmental collaboration, etc.)

## Effective Design and Delivery

Case by case, depending on the key objectives: individual and collective skill practice activities, feedback after practice, case studies, individual reflection, peer-to-peer coaching. Less is more (less content, more practice). Flipped classroom to cultivate and to support the basic psychological needs (autonomy, relatedness and competence - the participant in the middle, not the facilitator).



## Services that Support Learning Retention

We surround our programs with the services you need to ensure engaged leaders are inspired to apply what they've learned.

- ✓ Coaching
- ✓ Facilitation
- ✓ Measurement and Impact
- ✓ Assessments
- ✓ Badging
- ✓ Moderation & Community Management
- ✓ Reinforcement & Sustainment



# EFFECTIVE TOOLS AND INTERVENTIONS

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# APPRECIATIVE INQUIRY



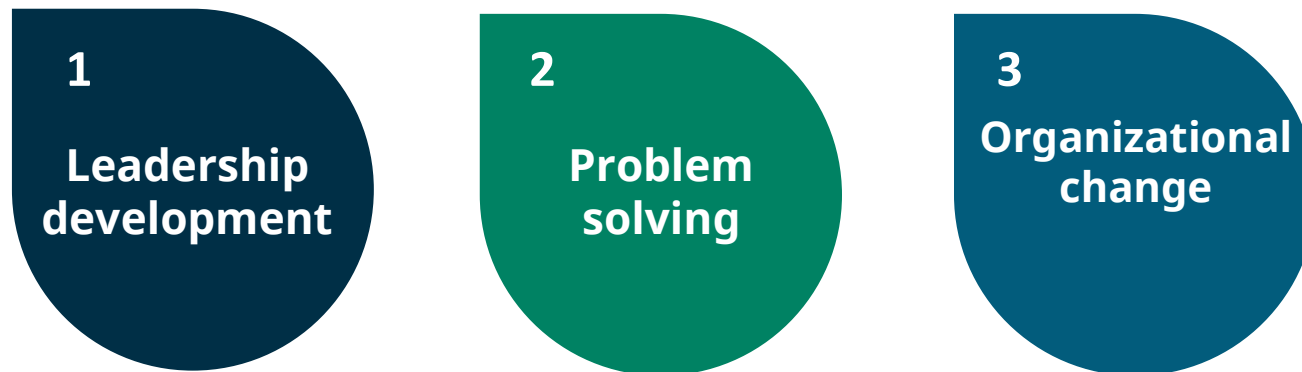
**Appreciative Inquiry (AI)** is a strengths-based approach to organizational change and personal development that focuses on **what's working well**, rather than trying to fix what's wrong.

Instead of starting with problems and looking for solutions, Appreciative Inquiry begins with **what gives life to a system**—what people value, what energizes them, and what brings out their best. From there, it builds a shared vision for the future based on those strengths.

# ACTION LEARNING

Action learning is a **coaching process** that involves a small group of people working on real problems, taking action, and learning while doing so. It is a **powerful management tool** that creates dynamic opportunities for individuals, teams, leaders and organizations to successfully adapt, learn, and innovate.

## Three Applications of Action Learning



# ACTION LEARNING



"A hands-on experience **more valuable than any training** (I had coaching and mentoring trainings before, but here **I actually practiced and integrated the skills**). We exercised our ability to ask questions based on **real-life issues**. My questions are now more open, and I pay attention to how I formulate them so that they are clear, open, and free of judgment or assumptions."

"I connected with my colleagues in a different way: I saw **points of intersection between our experiences**—even if we may not work directly together, I had the opportunity to hear about others' challenges. I realized **I'm not alone in my struggles and difficulties**; I breathe differently now."

# 3D MAPPING (BREAKTHROUGH SYSTEMIC VIEW)

3D Mapping is an experiential activity where the participants work in a collaborative manner to create a map of the **current reality about how they work today + the needed changes to improve the status-quo (present vs future)** in their current teams. It is a tool we use to bring multiple dimensions and perspectives to understanding how an idea, initiative or system might evolve.

The power of the practice lies in **working with your hands, rather than only thinking** about your current situation and how it might evolve. Trusting the knowledge of your hands, you're less likely revert back to habitual ways of thinking about the present and imagining the future and more likely to discover new ways forward.



# 3D MAPPING (BREAKTHROUGH SYSTEMIC VIEW)



# STORYTELLING, ALIGNING EFFORTS WITH VALUES AND PURPOSE





## MY LEADERSHIP POINT OF VIEW

**A powerful and enriching  
experience to create clarity  
and connection with your  
people**

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**An introspective journey**

**More of an immersive learning  
experience than training**



blanchard.

# Leadership Point of View™

Be the Leader You Want to Be



## A powerful and enriching experience to create clarity and connection with your people

Most leaders have not taken the time to reflect on the kind of leader they want to be. When leaders understand and are clear about their leadership values and expectations, they act more intentionally and authentically. And when they share their leadership story, they inspire engagement, trust, and respect.

Blanchard's **Leadership Point of View™** (LPOV) is an immersive journey of self-understanding where participants identify formative experiences—the key people and the key events—that shaped how they lead. Blanchard coaches assist them in writing a compelling narrative that turns these pivotal events into a leadership story. Participants are then invited to share their story with their colleagues and the people they lead and work with.

Sharing an LPOV is a deeply personal experience. The reflection and story shared by the leader often sparks new insights. People listening to a leader's LPOV usually find common ground in the experiences they have had and gain a better understanding of the leader's motivations and expectations. This fuels a renewed commitment to give discretionary effort and exceed expectations.

LPOV changes leaders. It changes their relationships with their people. And that changes your organization.

## Outcomes



Eliminate misunderstandings



Build loyalty



Improve relationships



Develop connections and collaboration

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## Learning Objectives

- Identify the key people and events that shaped your leadership point of view
- Understand who you are or aspire to be as a leader
- Understand and describe your leadership values
- Share your expectations of yourself and others



## The best leaders know what they stand for and how to share that with others.

Creating an LPOV helps leaders become more inspiring and authentic, self-aware and honest, and vulnerable and values driven. When people understand their leader's motivations, they feel more connected and willing to bring their full creativity and productivity to work.

## Flexible Options to Meet Your Needs

**In Person** In-depth Learning • Application • Practice • Action Planning

**Instructor-led Sessions:** Two half-day instructor-led sessions followed by one or more peer and facilitator coaching calls.

**Virtual** In-depth Learning • Application • Practice • Action Planning

**Virtual Instructor-led Sessions:** Three 2-hour virtual sessions followed by one or more peer and facilitator coaching calls.

**Individual Coaching Experience** One-on-One Learning • Practice

One-on-one coaching process includes an orientation meeting (in person or virtual) followed by a minimum of four one-on-one, one- to two-hour coaching sessions scheduled over three to six weeks.

**Online** Awareness • Application • Performance Support

**Learning Journey Experience:** Six-week online learning journey with two live virtual sessions, individual learning activities, threaded discussions, personal reflection, and curated articles.

## Who Should Attend?

- Leaders at all levels
- Individual contributors who aspire to be leaders
- High-potential employees interested in developing themselves for greater leadership responsibility

Connect with us:



blanchard.com  
760.233.6725

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# GET INSPIRED BY OTHER LEADERS (sports, business, NGOs, etc)





**EXECUTIVE  
LEADERSHIP  
PROGRAM**

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## Executive Leadership Program (ELP)



THE  
**LEADERSHIP  
CHALLENGE**<sup>®</sup>

**MODEL  
THE WAY**



**INSPIRE**  
A SHARED VISION



**CHALLENGE  
THE PROCESS**



**ENABLE  
OTHERS TO ACT**



**ENCOURAGE  
THE HEART**



## Executive Leadership Program (ELP)



8 module  
a câte 2 zile



4 sesiuni  
de action learning



4 ore de coaching  
individual/participant



4 sesiuni virtuale  
cu executivi din business



3 instrumente  
de assessment

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# Executive Leadership Program (ELP)



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## FACILITATORI



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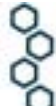


# Designing the Learning Experience – Interconnected Modules:

## Individual Contributors



Self Leadership



Building Trust



Legendary Service®



Team Leadership



Conversational Capacity®



Influencing Without Authority

## People Leaders



Leadership Essentials®



Building Trust



SLII®



Conversational Capacity®



Servant Leadership Essentials™



Influencing Without Authority



Team Leadership

## Senior Leaders



SLII®



Building Trust



Coaching Essentials®



Conversational Capacity®



Leading People Through Change®



My Leadership Point of View

## Executive Leaders



SLII®



Coaching Essentials®



Leading People Through Change®



Coaching Services



My Leadership Point of View

**Next  
Leadership  
Breakfast:**

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ROMANIA

## Leadership Breakfast

### The Tipping Point:

One of The Best Change Management Program

**Cristina Opran**

Senior Consulting Associate  
Human Invest

**Viorel Panaite**

Managing Partner  
Human Invest



 **Bucuresti**

 **29 Mai**  
**9:30 - 12:30**