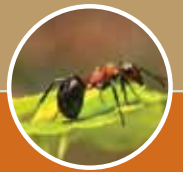




## NINE CONVERSATIONS IN LEADERSHIP™

A WORLDSVIEW™ INTERVENTION



# Nine Conversations in Leadership™

*Developing a world of leaders – one conversation at a time*  
**Guide to the Intervention**

**Africa · Asia · Australia · Europe · Middle East · North America · United Kingdom**

For organisations seeking sustainable, results-orientated leadership development, **Nine Conversations in Leadership™** is an innovative intervention that acts as a catalyst for long-term leadership development throughout the organisation. Unlike other leadership programmes, the **Nine Conversations in Leadership™** intervention works at the levels of knowledge, values and behaviours to achieve holistic leadership growth.





## Introduction

**Nine Conversations in Leadership™** is an innovative leadership development intervention that acts as a catalyst for long-term development of leaders. The intervention is applicable at every level of the organisation and utilises a process that adapts to the organisation's context.

The intervention consists of nine facilitated conversations that occur within a small peer group (comprising up to ten people), referred to as a leadership cell. The purpose of each conversation is to share and learn from one another's leadership challenges and successes and to co-create ideas and

solutions from shared learning and wisdom.

The **Nine Conversations in Leadership™** intervention fuses organisational development and traditional training in a workshop format. It uses 360° feedback, peer coaching and personal development planning to create strong, committed and aligned leaders at all levels of the organisation. The intervention examines leadership in the realms of Head (Knowing), Heart (Being) and Hands (Doing). It brings participants together repeatedly to explore and cover all aspects of leadership, from organisational leadership to team leadership, and the leadership of individuals and self.

## A Unique Intervention

Conventional programmes that address the theory and practice of leadership make the mistake of isolating delegates from the environment for which they are responsible, equipping them with theory that may not be relevant for their workplace, and often broadening the leadership divide rather than narrowing it. This frequently leads to disillusionment – in the delegate and in the people that he or she leads – causing disruption, misalignment and, in the worst-case scenario, the loss of skills.

The **Nine Conversations in Leadership™** intervention utilises a process that adapts to the organisation's context and that of the participating leadership cell members. Leaders within the organisation participate collectively in this powerful leadership journey, narrowing the leadership divide and uniting organisational leadership. This process creates both personal leadership development and organisational leadership alignment, which significantly enhances the organisation's ability to drive change.

## Organisational Benefits

The introduction of the **Nine Conversations in Leadership™** intervention to an organisation offers benefits that impact the organisation, teams and individuals:

- Solidifies organisational leadership around the organisation's vision, values, purpose and strategy, building trust and alignment in leadership teams.
- Aligns the organisation, supporting clarity of leadership messages throughout the organisation.
- Enhances the organisation's ability to respond quickly and uniformly to strategic shifts and contributes to enhanced financial performance over time.
- Supports talent identification and management of the leadership pipeline.
- Increases team cohesion and leadership capability at all levels through the development of leadership skills.



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- Identifies opportunities for enhanced organisational effectiveness as the vision, strategy, team dynamics and essential operating elements are examined continually in an open, structured environment.
- Grows the self-awareness, leadership competencies and personal effectiveness of leaders in the organisation.

## Nine Conversations in Leadership™ Information

The **Nine Conversations in Leadership™** intervention addresses the following key leadership dimensions through facilitated conversations in which the leadership cell provides the content and the facilitator provides the background material and process facilitation:

- Leading Organisations (Strategy, Vision, Values, Purpose, Community, Culture, Alignment)
- Leading Others (Groups, Teams, Serving and Leading, Coaching, Mentoring, Developing Others)
- Leading Self (Energy Management, Developmental Journeys, Emotional Development)

The **Nine Conversations in Leadership™** intervention begins with organisational leadership as a fundamental part of the design. Although self-development, assessment, reflection and personal insights are embedded, apparent and highlighted in every conversation, the flow from Leading Organisations to Leading Others to Leading Self allows the cell of leaders to create the trust, respect and deep levels of engagement that draw out a very profound personal sharing in the Leading Self conversations and explores sustainable methods to maintain the

growth and embed the wisdom and learning into the organisation

Leadership is a choice and its development is a lifelong journey that challenges us and demands commitment to grow the knowledge (Head), the values (Heart) and the behaviours (Hands) required for success. The conversations include activities and dialogue that work in the realms of:



#### **Head** - Knowing

Builds knowledge of the elements of leadership.



#### **Heart** - Being

Prompts values-based reflection on the elements of leadership.



#### **Hands** - Doing

Encourages behavioural changes to improve performance.

There are nine conversations and the duration of each conversation is four hours, with a recommended interval of one to four weeks between conversations to allow the action project to come alive in the workplace.





## Nine Conversations in Leadership™ Information



Explore the **Nine Conversations in Leadership™** journey and begin to develop a shared vocabulary and common understanding of leadership. Leaders choose to be a leader, and choose to grow as a leader in the organisation.



Deals with the challenge of crafting an inspiring vision and strategy for the organisation. Leaders choose to create and communicate a vision that is shared by the community, and gives meaning to the work performed.



Explores the meaning and importance of communities on which leaders depend to achieve their vision. Leaders choose to recognise the power, value and importance of their whole community of followers, and to work towards developing and empowering their community to achieve the vision.



Deals with alignment as a critical component for harnessing the community's resources in achievement of the organisation's vision, and is central to leadership and organisational performance. Leaders choose to make their community's work meaningful by aligning individual efforts using both intangible methods of influence and tangible, structured alignment mechanisms.



## About WorldsView™ Consulting

**Purpose:** WorldsView™ Consulting partners globally with organisations on transformational journeys, by creating and developing organisations healthier and more effective.

**Values: Thinking • Wellness •**



Started



Teams

Explores the importance of teams for organisational and individual growth and success. Leaders are involved in building teams, leading teams and participating in teams. Leaders choose to take a role in team evolution, empowering teams and helping them to develop.

Developing Individuals

Deals with one-on-one developmental relationships in which a leader focuses on developing the competencies and supporting the growth of another person. The ability to develop individuals is critical to personal and organisational success, and is a key element of the leader's role. Leaders consciously choose to become developers of individuals.

Energy

Explores current thinking around wellness and energy as the fuels for performance. Leaders choose to take responsibility for their energy and its impact on the quality of their organisational and personal lives.

Self

Explores self-leadership, the conscious and purposeful mastery, development and nurturing of our inner selves. Growing self-leadership requires that leaders accept the power of choice and accountability for creating the life and results they want, rather than enduring what life brings.

Moving On

Synthesise the learning from the **Nine Conversations in Leadership™** journey. Celebrate the journey and consider next steps. Leaders choose in what way to continue on this leadership journey and next steps to develop other leaders.

ng on

Delivering proven world-class interventions that target leadership, management, teams and individuals to make

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## Key Intervention Elements

**Creative dialogue:** For full engagement of all participants, WorldsView™ Consulting draws on an old African dialogue technique called lekgotla (creative dialogue) to ensure that all voices are heard. The lekgotla process assists individuals to be heard in groups, groups to build a common point of view and become teams, and teams to pursue common goals. Diversity is celebrated and built on as individuals practise the art of listening and building on each other's views in a facilitated environment that balances concept exploration and learning with efficient utilisation of time. Through the use of the lekgotla process, developing leaders learn to listen vigilantly, to synthesise multiple viewpoints, to build on the thinking of others, to work with multiple minds instead of relying on 'solo command' and to move away from the often-instinctive practice of 'the loudest voice wins'.

**Personal development plans:** The **Nine Conversations in Leadership™** intervention provides an enabling environment for leaders to grow themselves and their organisations. This growth is achieved through consistent documentation of the work required and regular review of personal development plans to ensure that leaders are leading themselves to growth in order to lead the organisation to growth.

**Assessment mechanisms:** The **Nine Conversations in Leadership™** intervention utilises self-assessments relating to the leadership dimensions to provide a platform for each individual's developmental journey. The self-assessments are shared with other members of the leadership cell so that comparison and standardisation can emerge. With the permission

of the cell members, the assessments are extended to 360° feedback for each participant at the end of conversation eight in order to provide a reality check against any emerging consensus view on individual strengths and development areas.

**Pre-reading and assignments:** With the exception of conversation nine, participants are required to read a section of theory prior to each conversation. Assignments are workplace-related and are not marked – rather, they are circulated to the facilitator and other members of the leadership cell for review and for the purpose of engagement, allowing participants to:

- Learn from each other
- See the organisation and topic through other people's eyes.

**Action projects:** Members of the leadership cell are tasked with specific action projects to implement the information gained during each conversation in the workplace. Participants are asked to identify an issue, challenge or problem in their organisation, to address this and take action on it. The action projects require them to integrate the three realms of Head, Heart and Hands as they work together to address a specific challenge and create an action plan. Intended as a change catalyst for the organisation and a personal development experience, members of the leadership cell are required to identify goals for the action plan and include tangible, realistic implementation steps that will make a positive difference in their organisation. Each participant builds a portfolio of evidence to keep track of the leadership journey and successes achieved.



## Pricing Model

The **Nine Conversations in Leadership™** intervention is priced in two parts; Licence Fees and Facilitation Fees, in order to offer clients the possibility of accrediting their own in-house facilitators (subject to WorldsView™ Consulting's facilitator accreditation process). Local tax is not included in quoted fees and will be added to invoices.

Licence fees and facilitation fees are due in advance to WorldsView™ Consulting on confirmation of a **Nine Conversations in Leadership™** intervention engagement contract. Discounts apply to licence fees for larger numbers of participants. Licence fees are inclusive of all course materials, participant handbooks, learner-management system activation and reports. Facilitation fees may be negotiated separately from licence fees unless mutually agreed at the recommended fee.

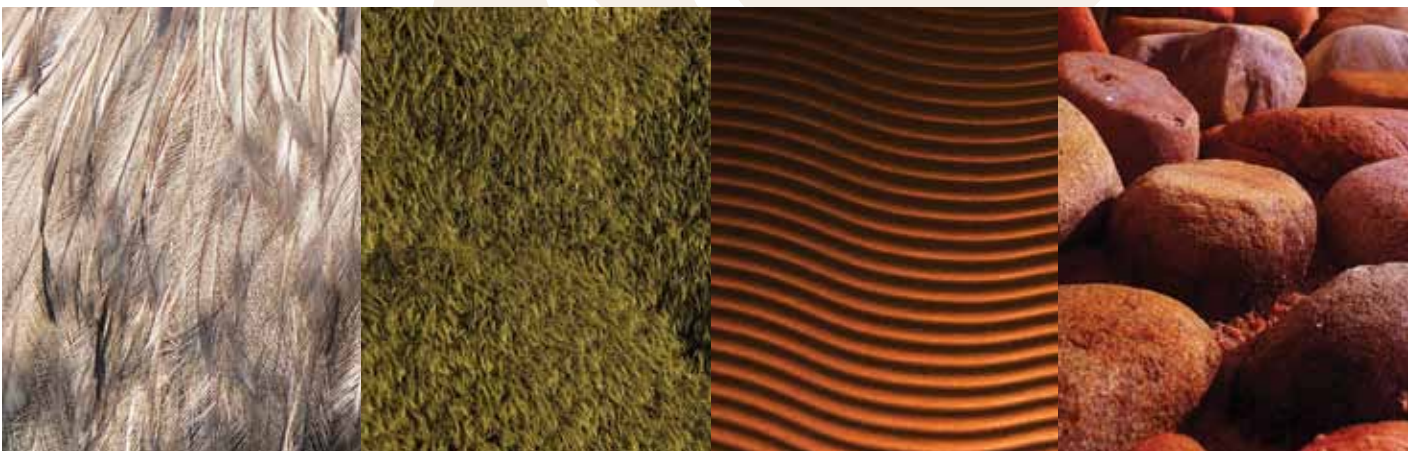
## Nine Conversations in Leadership™ Middlesex University Accreditation

WorldsView™ Consulting's **Nine Conversations in Leadership™** intervention is accredited as a formal university qualification through Middlesex University in the United Kingdom.

Middlesex University are champions of learning in the workplace and this accreditation acknowledges the robustness and academic underpinnings of this intervention, and that interventions such as the **Nine Conversations in Leadership™** have as much value in development as formal university programmes.

Delegates of the **Nine Conversations in Leadership™** intervention now have the opportunity to have their work and learning acknowledged through a formal university credit or qualification, allowing them to incorporate this into their formal professional and academic development.

For more on Middlesex University accreditation see our website.





### Nine Conversations in Leadership™

An innovative intervention that acts as a catalyst for long-term development of organisational leadership



### Purposeful Teams™

A powerful and participative intervention that moves teams to purpose-led execution of mandates



### The Heart of Leadership®

Engage with global leadership wisdom in a one-day accessible format, apply practical tools and workshop challenges with peers

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## What delegates are saying

"Our team is maximising participation in the **Nine Conversations in Leadership™** intervention by constantly questioning and engaging on the issues at hand. We interact between the conversation sessions to share the powerful lessons learned and cascade them to the people who work around us, to the benefit of the whole organisation."

"We get the most value out of the practical applications of the theory to which we're exposed, and our facilitator makes sure that everything we discuss is relevant to our environment and the challenges faced by the team. The action project tasks that we're given to do on returning to our workplace are all relevant and I can see that they're going to yield ongoing benefits throughout the team."

"The theory behind each session provides an important basis for each of the **Nine Conversations in Leadership™** intervention, but the focus is more on the interactions within the conversations that we've been able to transfer to our work and personal lives. The conversations on Vision, Alignment, Community, Teams and Self have been particularly relevant to our organisation and they've reinforced our knowledge and experience. The timing of each session has coincided very well with our business processes, making it even easier to transfer the lessons learned to real work situations."

"The **Nine Conversations in Leadership™** intervention is revolutionising the way that our management team members are approaching their roles as leaders. Thanks to our large growth in just six years, we've had to take a step back to grow our culture and vision from a common point of view. The **Nine Conversations in Leadership™** intervention is challenging us at every level. It is building a cohesive leadership team on a foundation of trust which we believe will ensure the company's continued success into the future."

"I've worked here for nearly five years now and, even though I'd moved up the ranks, I still felt like I hadn't really achieved much. By the end of the year, I probably wasn't the most positive or inspirational person to have around, but the **Nine Conversations in Leadership™** intervention has changed my whole approach and that of the people around me."

"I've now got a sense that I don't have to be in a management position to be a leader – anyone can be a great leader in their own context – it's all about attitude and how you approach each and every situation."

"Participation in the **Nine Conversations in Leadership™** intervention has given me the confidence to approach conflict situations and to tackle the issues from a transformational point of view. I've dealt well with the internal conflict situations, turning the most negative of my team members around, and am confident that my customers have benefitted from my new approach."

"Other people in the customer care environment have been won over by the new approach that those of us participating in the **Nine Conversations in Leadership™** intervention have brought to the workplace. We've spread the word about the importance of positive attitudes and aligning everything that we do to the company's goals. The action projects that are part of the intervention have also made a great impact on how our whole environment has evolved."

"I chose to engage myself and my team in the **Nine Conversations in Leadership™** intervention because I sensed a lack of self-direction and accountability among the team members. It seemed like people were doing primarily what they were told, with little evidence of them taking any initiative or any personal ownership of the projects with which they were tasked."

"The action projects that we're given to do in the workplace are all relevant and I can see that they're going to yield ongoing benefits throughout the team."