



annewright<sub>and associates inc.</sub>

## Menu of Change Leadership Development Programs and Services

2009

- \* Powerful Partnerships
- \* Five Elements of Transformation
- \* Individual Coaching Programs
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## about anne

*"There is a "quickenning" in our times. More is being asked of us — in our workplaces, and in our personal lives. We are being challenged to come into greater balance within ourselves and the world around us. I am here to help you move more fully into that to which you are called.*



Anne specializes in helping people and organizations tap their full power. Anne is a certified integral coach® (*Integral Coaching Canada*), trainer and facilitator, with a background in organizational development and planning. She serves on the faculty of Integral Coaching Canada (*integralcoachingcanada.com*) and is certified to offer ICC's 3-day Integral Coaching Fundamentals course in-house to organizations.

She brings to her work senior management experience in municipal government and over twenty years of consulting to foster change and innovation. She is also grounded in over 10 years of study and practice of various spiritual disciplines (Kripalu yoga, Pathwork).

Anne is a founding member of the Ginger Group (*gingergroup.net*), a community of practice of consultants and scholars committed to the art and skill of large scale transformation tackling the burning questions of our times.



## What kind of change are you intending?

Change is a condition of life and it is happening all the time. Some of it is predictable, much of it is not. So, the question is, how does *intentional* change happen within this climate?

What is the order of change? From what to what are we changing? If the change is “first order”, and simply requires ingenuity, personnel and resources — external, and if the way we are doing things is generally working, then the change can be “planned” in a straightforward way. We form a clear vision and set direction, and then roll out implementation with clear goals and objectives. We clarify mandates and team charters, set up work plans and off we go.

If the change actually demands a shift of culture and mindset and a change of how things are usually done, then second order change is needed. Second order change is an inside-outside venture, and it will require development on many levels. Second order change often fails or only penetrates to a superficial level. The brand may change, but the assumptions, beliefs, habits and norms do not.

Third order change is when you know your usual winning formula isn't working, and you need to change, but you do not yet know “to what”. Many of the big questions facing the planet today require third order change. This kind of change requires resilience, adaptability, multiple feedback loops and leading with questions rather than the old answers that the change will occur as intended.

Anne Wright and Associates will assess your situation with you and recommend a combination of service and initiatives designed to suit the type of change that you are shepherding. Anne draws on her network of carefully chosen affiliates and associates to bring together the team the best suits your needs.

## clients

Since 1990, Anne Wright & Associates has worked with individuals, and groups from a variety of private sector, as well as public and non profit sector organizations.

Clients have included:

- General Dynamics Canada
- Export Development Canada
- Canadian Nuclear Safety Commission
- Canadian Public Health Association
- Canadian Security Intelligence Service
- City of Ottawa
- A number of Community Health and Resource Centres in Ottawa and Eastern Ontario
- Integral Coaching Canada
- Human Resources and Skills Development Canada
- Health Canada
- University of Ottawa
- National Crime Prevention Centre,

## other affiliates

Anne maintains active working relationships with a select group of skilled consultants, coaches and academics through her communities of practice and is able to create the team to suit your organization.

Communities of practice:

- Ginger group [www.gingergroup.net](http://www.gingergroup.net)
- World Consortium of Integral Coaches  
[www.integralcoachingcanada.com](http://www.integralcoachingcanada.com)

## How adults develop

Learning is one thing. Development is another. Have you ever gone to an amazing training session and been excited to apply what you learned back at the office? Then, by the following Wednesday, in the midst of the usual pressures, you are back to the old familiar you? You have the knowledge about what you want to do, you have the motivation, but the change is not natural and not embodied in you, no matter how much will you muster. That's when you need development to follow up your training.

Have you ever worked with someone and asked them to do something different and they haven't been able to do it? You show them, you supervise them, you may even cajole them or threaten consequences. Still no results. They are actually not yet capable; they need some development.

In the coaching approach that I and other Integral Coaches<sup>®</sup> use, we help you actually grow so that you widen what comes naturally to you, and get the results you are wanting.

We work with three aspects that, according to Robert Kegan, are essential for adults to develop. 1) we help you recognize your own current way of being, which is so natural to you it is almost unconscious. Once you can recognize it, you have more choice about whether to enact it. 2) we inspire you towards another way of being that you can embody to get better results, and we design a program to help you get there, with goals, objectives and step by step practice design. 3) we help you build and widen your capabilities step by step by giving you powerful practices to undertake each day so that you cultivate greater strength where you need it.

This leads to accelerated intentional development. Second and third order change actually requires development on behalf of everyone in the system to be powerfully implemented.

Powerful partnerships graduates will be more able to:

step in and make an impactful contribution in areas where the lines of authority are unclear.

seize and grow energy and capacity in a living system

Be at ease with uneven, natural development such that is essential in a living system

negotiate agreements and cut through what is bogging momentum down

engage and enroll others

continue to develop based on their own collaborative leadership strengths

Price: C\$ 650 per participant  
Minimum size: 16

## Powerful Partnerships

offered with Pamela Smit, Veradus Consulting

Build your partnership capacity and enhance your ability to achieve results in the areas of greatest importance to your organization. These workshops draw on leading-edge change theory and decades of real-world experience in helping partnerships succeed.

These workshops are designed specifically for people assuming leadership (formal or informal) within partnership ventures. The first session is about you as a collaborative leader and how to hone your skills and capacity. The second session gives you practical tools for ramping up your collaborative venture. Each workshop provides resources, tools and practices that can be applied immediately. You will work with real-life examples and be engaged in "lab time" with other participants to work on issues that are hot in your partnership right now.

## associates

### Pamela Smit, MSc Planning

Pamela Smit of Veradus Consulting excels at enabling organizations to adapt to change — and thrive. Through strategic guidance and planning she helps clients clarify shared organizational visions and define new directions. A planner with well-developed management skills, she supports organizations as they translate their goals and objectives into practical, effective processes and services.

Pamela's exceptional meeting-design and facilitation skills enable client teams to discuss and debate critical and sometimes emotional issues, leading them toward collective understanding. She seeks out the inherent simplicity in complex situations and concentrates on presenting information in practical, relatable ways. By asking tough, insightful questions, Pamela allows clients to discover breakthrough answers - to "speak their own truths," as the Latin meaning of her company name implies.

To support the implementation of strategies and plans, Pamela brokers partnerships between her clients and other, well-aligned organizations. Her strengths are twofold, residing both in the proficiency of her processes and the depth of her content-specific expertise developed over a 20-year span in health and community services.

## associates

### Michael Keller, MT, MA

Michael Keller, Learning Inside-Out is an innovative and dynamic consultant, catalyst and educator. He is dedicated to building collaborative, multicultural relationships that support personal, professional and organizational effectiveness — creating relationships that work!

Michael's work is informed from having lived overseas in Nepal and Tibet for 10 years. There, he completed a Masters in Intercultural Communications and consulted privately in organization development.

Michael focuses on aligning people with purpose and bottom-line effectiveness. He also offers "coaching-for-success" to individuals, executives, and teams.

Since 2000, Michael has been an Associate Faculty member in the Masters in Leadership Program (formerly MALT) at Royal Roads University, Victoria, BC. Since 1994, he has presented experiential workshops in communications and leadership both regionally and nationally (in the USA). He is a certified educator in Spiral Dynamics Integral (Don Beck 2009).

Integral Coaching  
Fundamentals  
Graduates will be more  
able to:

Speak about the  
difference between  
coaching,  
mentoring, and  
managing

Offer and have a  
coaching  
conversation with  
someone who  
wants to develop at  
work

Listen so that they can  
relate to what  
matters to someone  
else

In-House discounted price:  
C\$ 900 per participant  
minimum class size: 16

Cross-Cultural  
Communication  
graduates will be more  
able to

See and honour  
differences between  
people

speak to others using  
language they can  
understand

Behave in ways that take  
into account their  
own and others'  
values

Price: C\$ 900 per  
participant  
Minimum size: 16

## Integral Coaching® Fundamentals

a program of Integral Coaching Canada

<http://integralcoachingcanada.com/courses.php?code=ICF>

If you want to help your people build coaching into their leadership style, Anne is licensed to bring Integral Coaching® Fundamentals in-house to your organization. This is a three-day course introducing you to basics of the Integral Coaching® method and associated skills. This course is practical and immediately applicable in the workplace. Participants learn to view people and situations from multiple perspectives, how to listen more comprehensively, and how to have coaching conversations at work.

## Taking Cross-cultural Communication to the Next Level

— with Michael Keller, certified Spiral Dynamics Integral trainer

Working with differences depends on your ability to put yourself in the other person's shoes. Spiral Dynamics Integral is a powerful way of understanding what matters to people who are different than you. In this three-day program, you will develop an understanding of what underlies different people's values. You will develop a capacity to put yourself in the other person's shoes and honour what matters to them. You will learn practical ways to bridge differences between you and people from other cultures.

" The fourth generation of management development... learning while in the midst of the action" *Henry Mintzberg*

## Working with Conflict

Differences of opinion can energize a team and lead to breakthrough innovation, or they can drain the life blood out of a group.

This package of services is bundled for your situation. It is a blend of training on the principles of civility, and the fundamentals of working with differences. The training can then be followed up with individual coaching with leaders to build their skills in creating a climate in which differences are leveraged effectively. It can also be combined with peer coaching with team members so that they develop the capacity to speak directly to one another about matters in which they depend on one another. Team facilitation to develop group agreements and conventions is a complementary service that can be provided.

Working with Conflict graduates will be more able to

hold team members accountable in an effective way.

vary the way they work with conflict based on the situation

manage their own reaction to conflict so they have more choice and are less likely to create an "emotional back-splash" around them

speak civilly and directly to people who they have a conflict with

Two-day Training in working with conflict: C\$ 650 per participant  
Minimum size: 16

Individual Coaching Program (40 hours)  
C\$10,000

Peer Coaching Program (6 participants over 6 sessions, 3 hours per session)  
C\$1000 per participant

Team Facilitation Services: C\$ 3000 per day

associates

## Diana Smith, BSc, MA (Public Admin), CMC

Diana's organization, EcoSol Consulting Inc., [www.ecosolcan.com](http://www.ecosolcan.com) Diana helps people and communities wake up and step into what matters most. She lives her commitment to positive transformation in her own life, and in the many communities she is part of. Diana uses her seasoned skills in consulting, facilitation, action research and teaching to develop competencies and capabilities that have a high impact on results.

She has an interest in learning, systems, change and deepening awareness and understanding of who we are "being" in the many roles we play. She encourages and supports creative change through small group and large system facilitation, leadership and team development within organizations and in intersectoral collaborations.

Diana has been a faculty member in MALT [Masters of Arts in Leadership and Training] at Royal Roads University and is an Adjunct Faculty member at the University of Victoria, positions that build on her 25 years' experience in management, training and leadership at community, national and international levels. She is involved with several peer learning communities and volunteers in several capacities.

## associates

### Jean Singer

Jean is a superb designer. She is a Seattle area-based organizational consultant whose dynamic participatory designs set the conditions for discovery, learning and change to emerge on an individual and collective level.

Working in private, non-profit and public sectors, Jean's strength lies in process design and facilitation that is well grounded in organizational theory and group dynamics. She combines this knowledge base with her capacity to innovate, initiate, energize and mobilize people to engage with each other towards their common aims.

Jean's work focuses on guiding participatory strategic planning and initiatives, leadership team development, organizational culture change and effective governance. She has developed training for corporate leaders and senior level managers in the corporate and non-profit sectors in leading change, collaboration, and building capacity in teams.

In addition Jean is adjunct faculty and guest lecturer for a number of graduate level courses in organizational development and non-profit leadership at Antioch University and the University of Washington.

## Five Dimensions of Transformation

mastering change leadership in a complex world  
with the Ginger Group

Five Dimensions of Transformation graduates will be more able to:

lead complex change

enroll others in making a difference bigger than they can do on their own

self-assess their strengths and areas for growth

assess key dimensions of living systems related to change objectives

design and foster incisive and powerful interventions and shifts in the system in which they are working

use intuition and right-brain ways of knowing, along with system analysis

draw on a strong community of practice to support their work

Price:  
C\$ 10,000 per participant

What got us here won't get us there. We will not solve the burning questions of our era with the kind of hubris fostered in the MBA

programs of the last century, that disconnects "leadership" from the real world.

False assumptions about phenomenon that cannot be predicted do not enable us to be prepared. We need

resilience, and accelerated ways of innovating and responding to new life conditions. And, we need to find more

sustainable ways to deal with the inevitable reactions that come from dramatic and life-changing conditions. We

need leaders who can work with uncertainty, risk, and who can strongly influence the field of a group to enable people to access their own gifts and assets.

This is an advanced level ten-month leadership development program that develops participants both inside and outside. It is based on Integral Theory, Complexity Theory, Theory U, Integral Coaching® and Multiple Ways of Knowing. It begins with a foundations session that includes some key ways of seeing systems and a personal development program developed with an Integral Coach™.

Between Session One and Session Two, participants engage in reflective practice around a real issue in their world, with the support of a coach and mentor. Session Two focuses on design of interventions and individual leadership through action. Between Session Two and Three, participants do a practicum under supervision of a mentor/coach. During Session Three they debrief their experiences and take their practice to the next level.

## Individualized Integral Coaching®

When you have decided you are ready to go beyond old patterns .... When your comfort zone is getting too small for the results you want to make... If you are ready to expand your impact or take on a challenge that tests your limits ... Integral Coaching® is the most powerful tool you can use. Anne will design a coaching program especially for you to help you accelerate your development specifically geared to the results you want to achieve and the challenges you are facing. *I have been dedicated to learning and change throughout my career, and coaching is the most effective way to achieve positive and lasting change that I have found.*

Coaching Participants will be able to “grow their wings while in mid-flight”. They will be more able to achieve results they are aiming for by developing skills that become natural to them as they work with practices designed specifically for them.

Price:  
C\$ 10,000 per person based on a 40 hour program.

## Peer Coaching

Participants grow their skills in being able to:

Ask for input from others more effectively

Reflect on what they are facing

Listen

Engage in dialogue

Learn while doing

Cultivate relationships of support

Price:  
C\$ 1000 per participant

What keeps you up at night? Personnel issues, performance conversations, dealing with interpersonal relationships, working with peers and influencing up. These are the kinds of issues that can haunt a courageous leader. And, you are not able to talk about these kinds of issues with the people with whom you work day-to-day. Peer coaching can be a great way to grow a community of support with colleagues who are in the same position as you. Over six three hour sessions 4–6 weeks apart, you name what you are working on and get practice in reflecting on it and taking different perspectives with the support of your peers and a seasoned coach.

A peer coaching group is a very powerful follow up to training sessions, to help you walk the talk.