
LEADERSHIP PLAYBOOK

deviate
OFF TRACK  ON PURPOSE



Leadership Matters

The difference between getting to work and having to work is knowing for yourself:

1. Leadership is the solution for...
2. I want it to succeed because...
3. The value I get to contribute is...

**PUT ME IN
COACH**

I'm uniquely amazing at...

I'm incredibly passionate about...

When difference of value collide I'm committed to...

INTENT
AND
ACTION

IT STARTS WITH YOU

The value I will enable.

CURRENT STATE

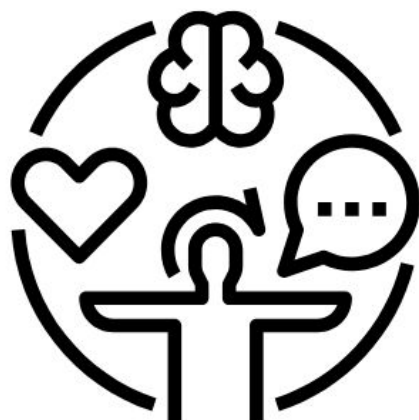
FUTURE STATE

CIRCLE OF DOOM

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INTENT + ACTION



INTENT + ACTION

SHIFTING FROM BLT TO ATL

What is the upside of emotional ranges?

What is the downside?

Where are these emotions holding us back?

What promotes these feelings in our system?

What conditions must be true to be the highest expression of ourselves?

What help do we need (from each other, internally, externally?)

What must our intentions be to demonstrate courage?

What actions will demonstrate our true abilities?

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IT STARTS WITH YOU.
TRANSFORM THE PATTERNS.

LEARNING PHASE	TEAM DIMENSIONS	Value & Energy States	LEVEL OF TRUST	MENTAL MANEUVERS
THE ICONIC DEVIATION The highest return on your energy investment	COALESCE Realize Potential. Good Fortune	Peace 600	Unified	RAISE THE BAR for the world of today and tomorrow.
LOVE & EMPATHY Regenerative energy	CONSCIOUSNESS Perceptive discernment	Joy 540	Transforming	REINVENT category leadership.
	Strategic Alliances	Love 500		
CREATE Alter events significantly	CULTURE Truth and authenticity Learn and Lead	Understanding 400	Alchemist	RISE to any occasion.
SELF-AWARE Deconstruct and resurrect	CATALYSTS Confront challenges together Team as a Team of Teams	Forgiveness 350	Redefining	RECLAIM your role and responsibility as a leader.
		Willingness 310		
		Trust 250		
THE GREAT STORM Potentiation of power ignites	CONTRACT Requires soul and sacrifice Purpose-Led	Courage 200	Co-Creator	RESPOND and address the rigorous journey.
		Pride 175		
GROWTH Deviate or die	CLARIFY Cut through the clutter, clear space Stakeholder-Focused	Anger 150	Competitor	RENEW engagement and propel energy.
		Desire 125		
		Fear 100		
AWARENESS Reality and realization	CONNECT Turn Ego into partnership Inquiry and Intent	Grief 75	Wait & See	RELEASE what's no longer helpful; accept and embrace what is.
		Apathy 50	Antagonist	
		Blame 30		
		Shame 10		

OTOP

THE LEARNING ROADMAP

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Unlock innate strengths within leaders and teams

Opportunity

Truth

Outcomes

Progress

- | | | | |
|---|------------|---|---|
| 1 | CONNECT | → | <i>The truth of who we are and what we are capable of.</i> |
| 2 | CLARIFY | → | <i>We realize the future problem we've given ourselves to resolve.</i> |
| 3 | CONTRACT | → | <i>New working knowledge and tools are provided to work it out.</i> |
| 4 | CATALYSTS | → | <i>Pressure tests demonstrate where to enhance the lesson in practice.</i> |
| 5 | COCREATE | → | <i>The process slowly changes the outcomes as we learn more lessons.</i> |
| 6 | COALESCE | → | <i>The more we identify the "learning level" of every member, the more the system leans in to enable capabilities and capacities for all members.</i> |
| 7 | CONSECRATE | → | <i>New levels of contribution are achieved.</i> |

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Connect

Needs

What do our stakeholder groups need only we can uniquely deliver?

Joy

What's generating the most joy?

Learn

What's ours to learn?

Teach

What ideas do you have?

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IN EVERY COMPLAINT IS REQUEST

NEEDS ARE SEEDS

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RESPOND VS. REACT

NEEDS

REQUESTS



Clarify

Value

What will be known for enabling?

Recruitment

Who else wants this to succeed?

Embodiment

Who must we become for this to be true?

Excuses

What will derail our focus and willingness?

PRIORITIZED STAKEHOLDER REQUESTS

Name the opportunities you get to resolve.

It needs to focus on the needs of tomorrow not of yesterday.

Make it measurable.

Make it scalable.

It needs to benefit your stakeholders, stakeholders.

It needs to turn customers into ambassadors.

It needs to transcend cultural dynamics.

It needs to leverage your partnerships and resources.



Regulators & investors



Customers



Staff



Suppliers and partners



The community in which the organization operates



The more than human environment



Future generations



Family



Wild cards



CHANGE THE CATEGORY

STAKEHOLDER AMBASSADOR OR DISTRACTION?

Plot stakeholder groups

Is INTENT reflected in
every ACTION?

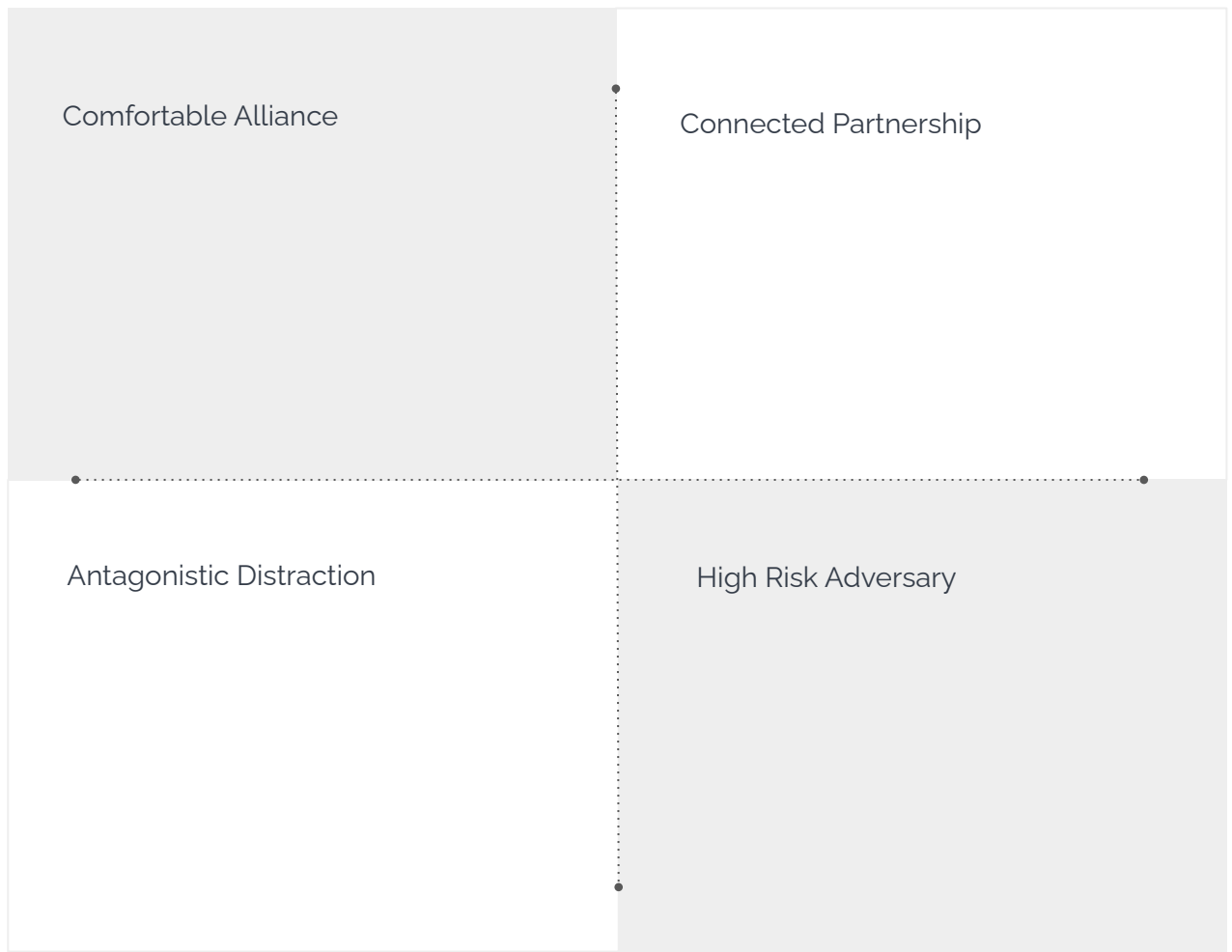
How can the Directors
be better
stakeholders?

Antagonistic Distraction	→ Sucks valuable energy away from the team. Low impact on the team's results .
Comfortable Alliance	→ Takes up a lot of time but doesn't add much in the way of value.
Connected Partnerships	→ Critical to the success of the team. The team needs to spend a lot of time here to create win-win-wins.
High-risk Adversary	→ Critical to the success of the team but presents a communication challenge. This quadrant has high potential but also higher risk with a poor relationship.

→ High

QUALITY OF RELATIONSHIP

→ Low



CRITICAL TO FUTURE SUCCESS

3

Contract

Intention

The future we are investing in...

Focus

What deserves our energy and effort is...

Duration

When we face difficulty our response is...

Willingness

The request we have of our partners is...

Our Calling - MACRO

This is why we exist, who we serve, and what we enable.

This is the compelling energy behind our work. This is the source we draw our focus on and make decisions from.

We serve...



To enable...



To accomplish...



So that...



In order do...



**CONTRACT THE
PURPOSE**

**WE HELP YOU
DESIGN FOR...**

Decision-Making Framework

- Is it a All-Win stakeholder solution?
- Does it double the team's impact?
- Does it raise morale?
- Does it activate the mind and heart?
- Is it compelling enough to transcend culture dynamics?

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MORALE & ALIGNMENT

Talk Tracks for difficult situations

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- The situation is difficult, not the person.
- There is usually multiple versions of "reality."
- Surface level understanding propels surface level solutions.
- Connection over perfection.
- Keep it simple.
- No one likes to lose face. Honor each individual's right to dignity.
- Keep it objective and fact based.

NOTE

How can you learn what's been disconnected but needs connection?

NOTE

How can perspectives be shared and raise morale?

PROMPT REMINDERS

Listen for this...



Ask for this...



Do this...



Start conversations
Above The Line

"I'm confused, will you help me understand?"



End conversations
Above The Line

"I appreciate your commitment to our patients"

HIGH VALUE
ADDING TEAMS
SELF REGULATE



Catalysts

Gut Check

Does it help or hinder the system?

Heart Check

Does it expand or contract?

Mind Check

Does it uplevel and align?

Emotional Check

Does it regenerate capacity?

Leadership Consciousness

The different parts of us

The complexity of the mind, body, and spirit energy centers is one of constant exploration and balance. At each successive stage of development, a person gains access to greater mental complexity with an even broader world view.

Self awareness helps to take in a more diverse ranges of perspectives and access more available options.

LEADERSHIP CONSCIOUSNESS

MINDSET STAGES

LEADERSHIP RANGES, COMPLEXITIES, AND CAPABILITIES

The Competitor	The Conformist	The Expert	The Achiever
<ul style="list-style-type: none"> - Short-term time horizon, quick to react - Force focused - Externalizes blame - "Eye for an eye" moral ethic - Self protective, "I-centric" 	<ul style="list-style-type: none"> - Loyal to the tribe, avoids conflict - Conforms, focused on what's right in front of me - Right vs. Wrong, protects things as they are - Status conscious , power comes from affiliation 	<ul style="list-style-type: none"> - Values efficiency over effectiveness - Perfectionist craft master - Problem-solves via data, tools driven - Desires performance to stand out - Difficult time prioritizing 	<ul style="list-style-type: none"> - Drawn to learning, ethics, and justice - Focused on results and effectiveness over balance - Long-term goals, future inspired, self-determined - Blind to own shadows - Importance on roles
The Reformer	The Transformer	The Alchemist	Curiosities to explore
<ul style="list-style-type: none"> - Collaborative, tolerant of differences - Aware of context and polarities - Challenges group norms - Seeks change and creative work 	<ul style="list-style-type: none"> - Strategic time horizon - Systems conscious - Enjoys a variety of roles - Engages complexity in relationships -Enjoys contemplation 	<ul style="list-style-type: none"> - Embraces common humanity - Reverence for the learning journey - Disturbs paradigms with use of materials - Treats time as symbolic 	<ul style="list-style-type: none"> - What is your gravitational pull? - What's your stress response? - How can you enhance flexibility and range? - What's the teams current stage?

Meet them where their at

Diversity and integration is key

The larger gap, the more tension and frustration there will be. Different situations call for different responses. Different roles call for different capabilities and capacity. .

- What the strength and opportunity within each perspective?
- How can we respond to different mindsets?
- What situations call for different role types?

VALUES AND RANGES

MINDSET STAGES

LEADERSHIP RANGES, COMPLEXITIES, AND CAPABILITIES			
The Competitor	The Conformist	The Expert	The Achiever
The Reformer	The Transformer	The Alchemist	Curiosities to explore

LEADERSHIP MINDSET	UPSIDE	THE STORY	UNDER PRESSURE	GO OTOP
THE ALCHEMIST	Practices servant leadership to add value in every interaction. Searches for simplicity on the other side of complexity.	"Everything is interdependent and liable to change through thought and action."	Integration. Practice of compassion. Wide-lens empathy.	Work with guides to identify blind spots. Engage with 'boots on the ground' to get an understanding of what needs to be done.
THE TRANSFORMER	Creates accountability frames with more freedom and flexibility. Focuses on prioritization. Appreciates earlier stages of development.	"See it from the big-picture to connect the dots."	Engages with all levels within the organization to identify needs and facilitates all-win solutions.	Meet others with compassion. Build range to meet others needs. Focus on integration.
THE REFORMER	Frames different scenarios and strategies to face and prepares organization for them.	"What use to matter to me no longer does. I'm exploring what really fulfills me."	Fear of regression to earlier stages of development. Independent.	Explore what matters most. State the big-picture in easy to understand ways. Practice mindfulness.
THE ACHIEVER	Identifies challenging and yet possible goals. Monitors milestones of progress and development.	"I love the sense of completion of my tasks and the sense of productivity."	Fear of failure. Intolerance Exhaustion. Only as good as the last performance. Unaware. Arrogance.	Focus on systems thinking. Leverage failure for future growth. Focus less on metrics and more on advanced receptors.
THE EXPERT	Uses tools to be efficient, remembers decisions and actions, data driven discussions.	"I need to do it myself to ensure it gets done right."	Fear of not knowing. Smart power. Worry. Rigid. Frustration. Chooses efficiency over effectiveness.	Explore non-linear thinking. Allow others with less mastery to take lead. Collect perspectives with future-focus.
THE CONFORMIST	Respects the rules, simple conversation, consequent actions.	"Who am I do make any changes?"	Fear of rejection. Avoids conflict. Right vs. Wrong Blame. Jealousy. Gossip. Compliance. Suppress own desires.	Empower innovative ways of independent working. Consistent check-ins with internal feelings and dialogue about experiences.



Create

Environment

You're either dying on the vine or budding to bear fruit.

Attitude

Positive or negative default coding.

Ability

The level of capabilities you possess.

Capacity

Your performance will go as high as your health and happiness

COMBO BLOCK

ENVIRONMENT	ATTITUDE	ABILITY	CAPACITY
Dynamic culture	<i>Pressure with a purpose</i>	<i>Easy to do right, hard to do wrong.</i>	<i>Easy to stay, hard to leave.</i>
Home Grown Talent	<i>Intentional learning experiences</i>	<i>Draft well</i>	<i>Path of progression</i>
Marquee Premiums	<i>Swagger and substance</i>	<i>Mission critical roles</i>	<i>Members are attractors</i>
Destination Location	<i>Opportunity</i>	<i>Quality of life</i>	<i>Future sustainability</i>
Alpha Leadership	<i>Enforces standards</i>	<i>Inspires a shared vision</i>	<i>Encourages the heart</i>
Community	<i>Belonging to something larger than self</i>	<i>Access to resources</i>	<i>Stakeholder engagement</i>
Control the Variables	<i>Express yourself</i>	<i>Experiment with lessons</i>	<i>Integrate into the future</i>

COMBO BLOCK

ENVIRONMENT	ATTITUDE	ABILITY	CAPACITY
<div>How we serve</div> <div></div>			
<div>How we think</div> <div></div>			
<div>How we see</div> <div></div>			
<div>How we do</div> <div></div>			
<div>How we learn</div> <div></div>			
<div>How we communicate</div> <div></div>			
<div>How we play</div> <div></div>			



Coalesce

Integrated Networks

Operation team of teams

Personal Empowerment

Culture of learning and leadership

All:Win Solutions

Unified strategic alliances

Willingness

Purpose over personality



The differentiators deviate

HIGH-VALUE TEAMS

- Shared purpose & objectives
- Interdependence of roles & tasks
- Raise moral & alignment
- Sharing of knowledge, ideas, and resources
- Responsibility to collective endeavor
- Value contributions at all levels
- Supports learning and development
- Communication structures
- Regularly reviews to harvest lessons
- Effectively engages all stakeholders

UNDENIABLE LEADERS

- See themselves as change agents
- Courageous
- Believes in people
- Strong values
- Lifelong learners
- Copes well with complexity, uncertainty, and ambiguity
- Does the right thing
- Take responsibility and initiative
- Develops others to lead
- Self aware in order to manage oneself
- Engages others to co-create the future



Consecrate

Gratitude

Evoke joy from the process

Humor

Sustain a higher perspective

Tradition

Systemic intelligence of the collective

Raise the bar

Next frontier of *becoming*



Key Lesson

Teams either take learning to heart and evolve to do different, better ways of working, or it remains trapped in the patterns of before.