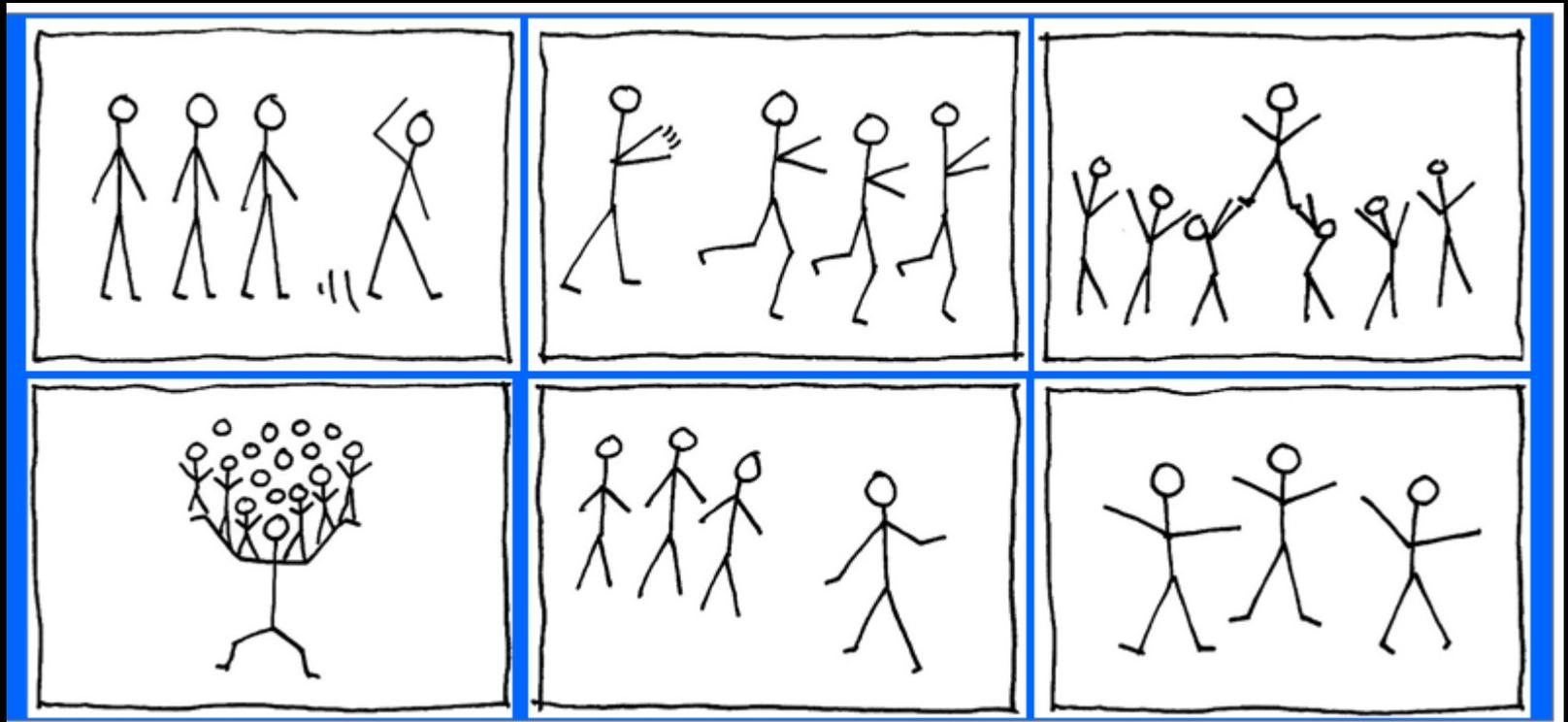


intelliVen

Intelligent Strategies. Successful Ventures.



Introduction to Consulting Workshop

Peter F. DiGiammarino
Brent Green, Ph. D.
Renaissance Leadership
April 9, 2015

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Agenda

- Get Loose
- Introduction to Consulting
- Get Clear – WWW
- Get Aligned
- Closing Exercise
- Next Steps

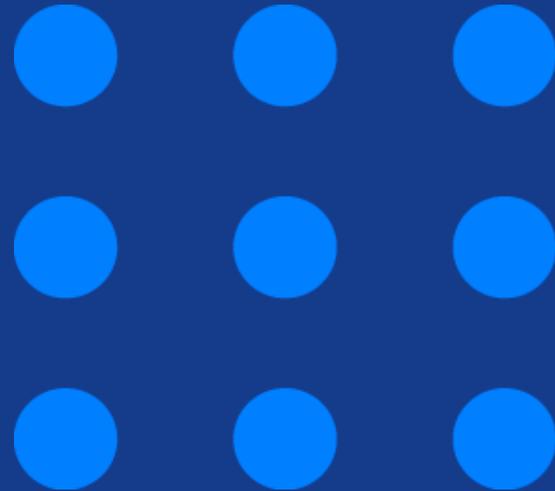
Ahead of our workshop:

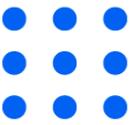
- Draw and bring a stick-figure of “A Leader in Action”
- Read Get Clear
- Fill out and submit: W-W-W for Renaissance Leadership
- Visit intelliven:
 - Skim blog, tools, insights, and videos pages.
 - Subscribe or follow to be informed of future content.

First. Remember to...

Get Loose

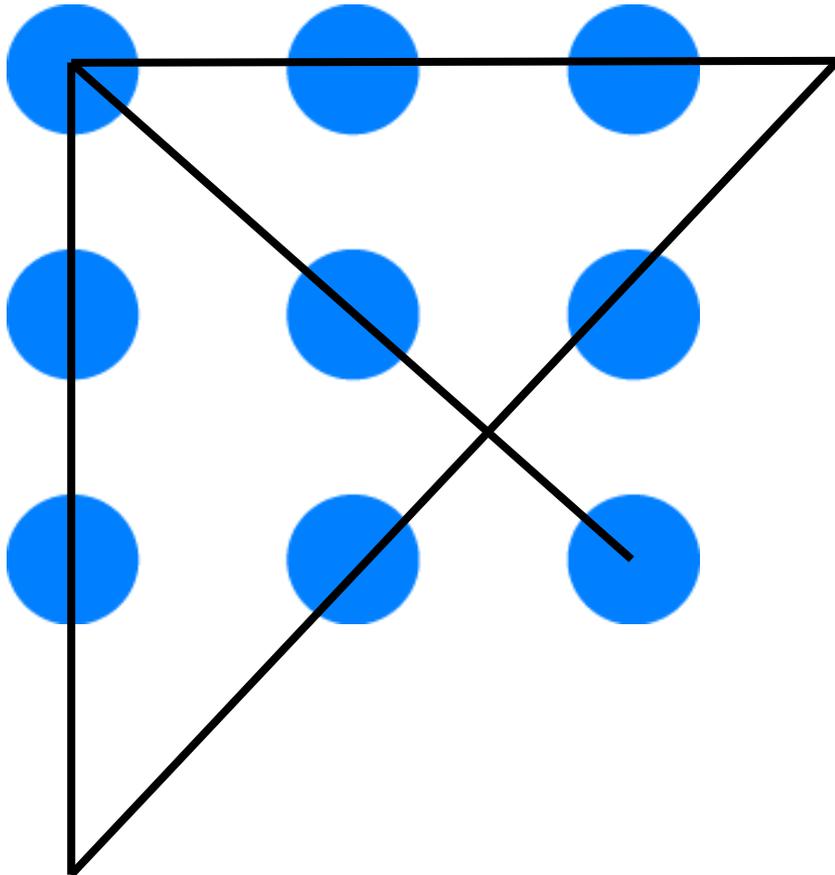
Top leaders turn off
autopilot and break
through conventional
boundaries to find new
solutions to everyday
problems.



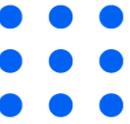


First: Get Loose

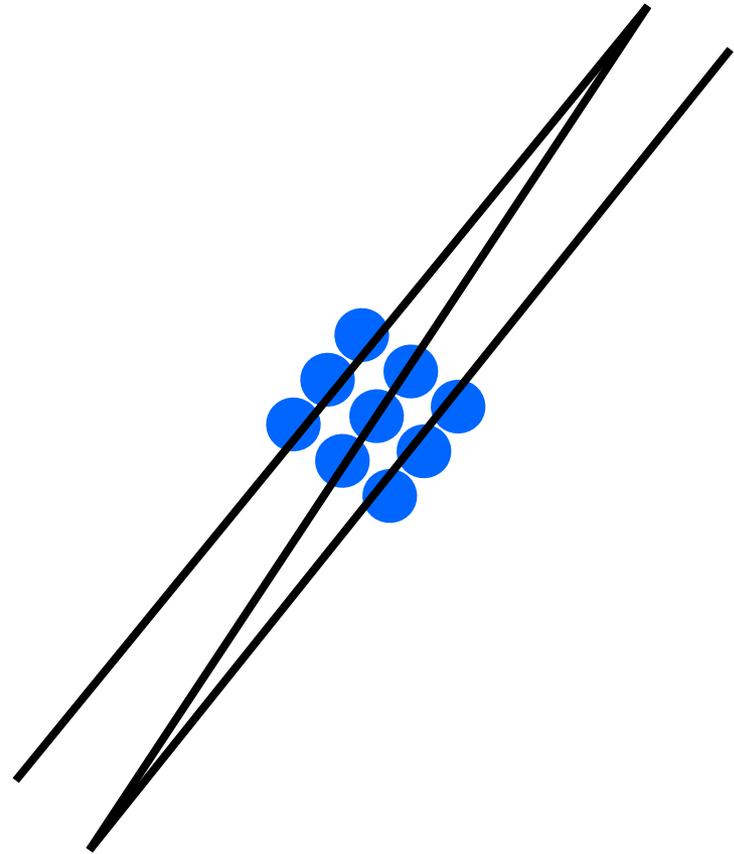
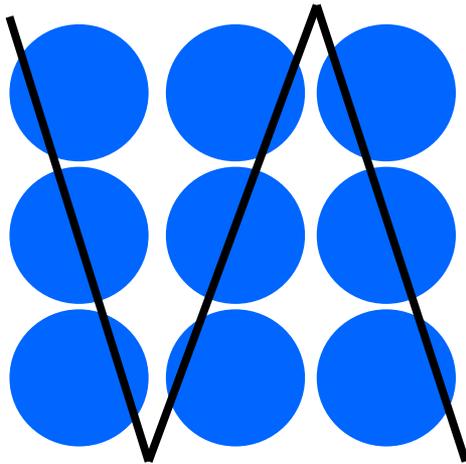
It isn't easy to do.



- Why is it hard for some people to connect nine dots with four straight lines without retracing or lifting their writing implement?
- Because it requires a change in the way they usually think.



Three-line solutions require a change in perspective.



< My Library

Manage to Lead: Seven Truths to Help You Change the World

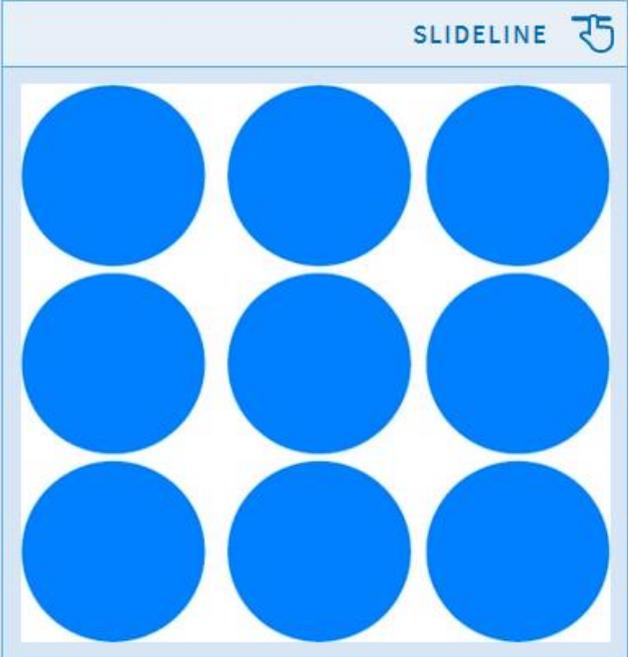


Search

- GET LOOSE Get Loose
- GET CLEAR Get Clear
- GET ALIGNED Get Aligned
- Go
- PLAN CHANGE Plan Change
- DO & REVIEW Do & Review
- GET HELP Get Help
- Guide
- FOCUS Focus
- GROW Grow

< Introduction

Slidelines and Video for One-line Solutions



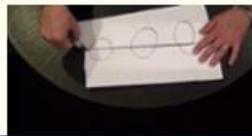
You can change the line to connect the...



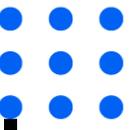
Slideline of the nine-dot solution by...

 Video

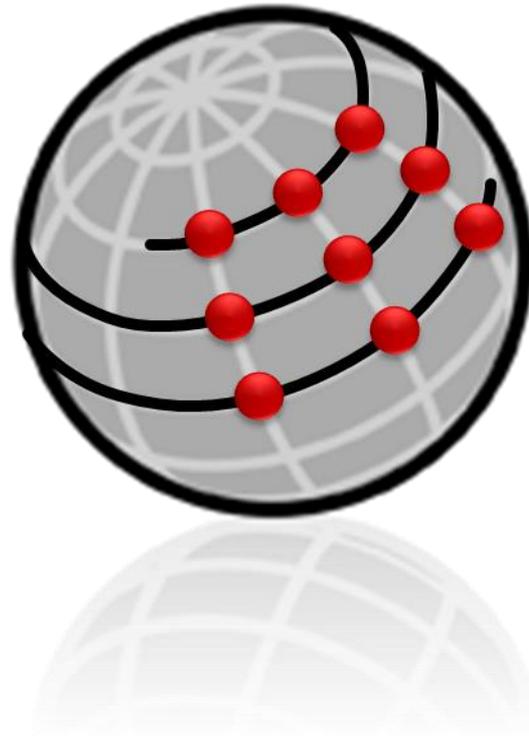
Nine-dot Solution by Folding Paper

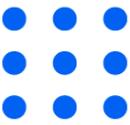


One-line solutions push norms even further.



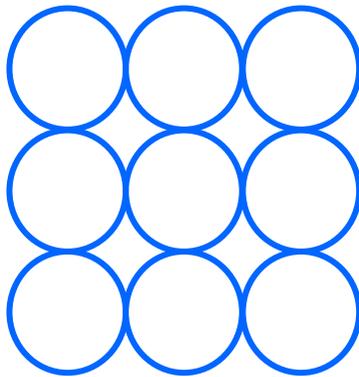
You can [change perspective](#). In non-Euclidian geometry all lines are the same line and connect at infinity!



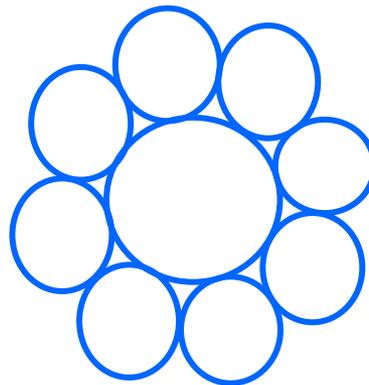


Change the Problem

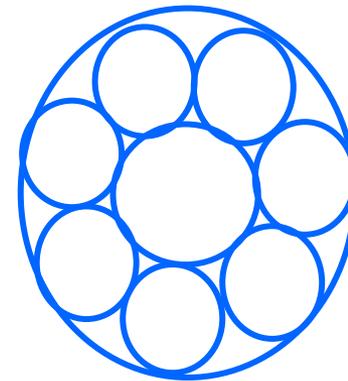
- Imagine we are an organization that connects dots and lines are our cost.
- How would we maximize dot-connectedness while minimizing lines to make the most profit?



12 points of
connection with
no lines



16 points of
connection with
no lines



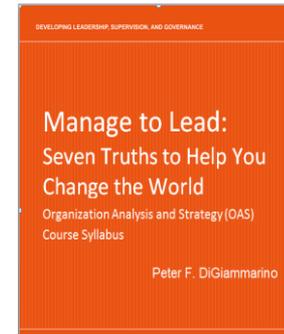
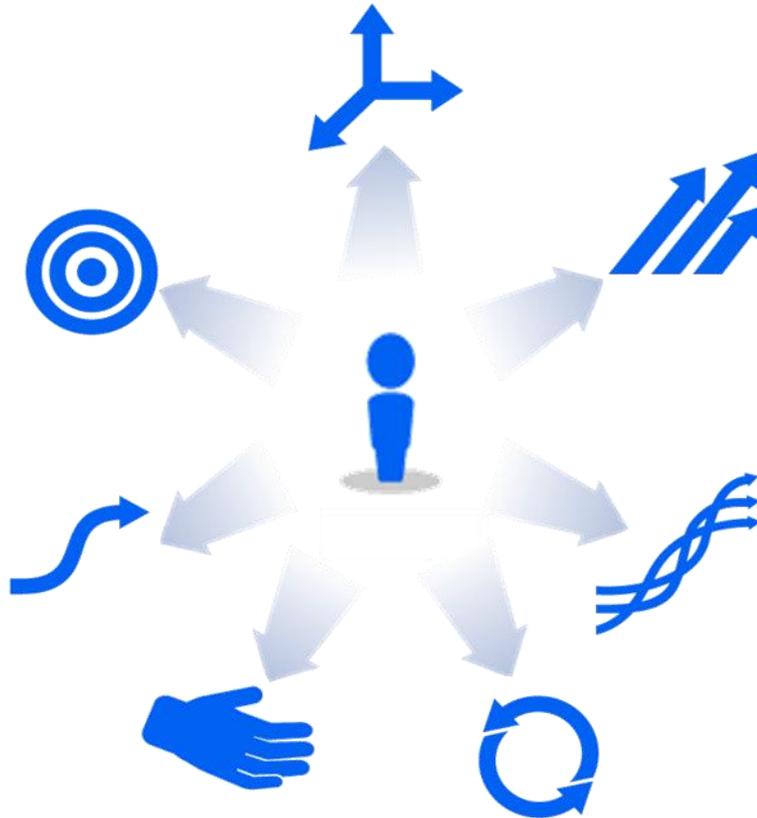
21 points of
connection with
no lines

It is important to Get Loose, i.e.:

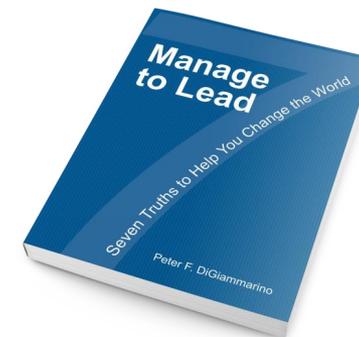
- Break through barriers
- Adopt a fresh perspective
- Challenge established paradigms
- Change the problem

*in order to help you Manage to Lead
using seven simple truths.*

Long-term performance and growth comes with continuous and balanced development of actions in accord with seven truths.



Course Syllabus

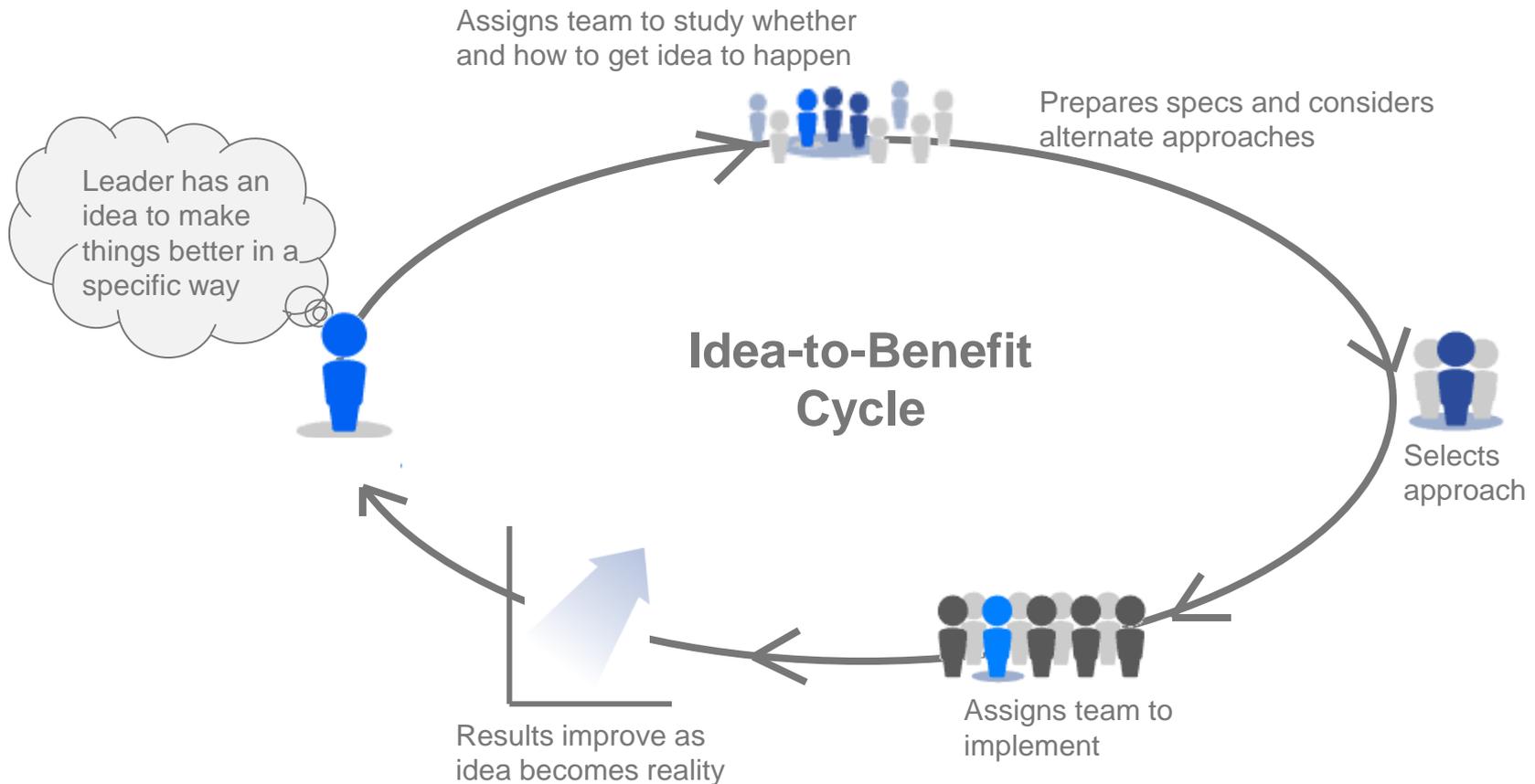


Course Workbook

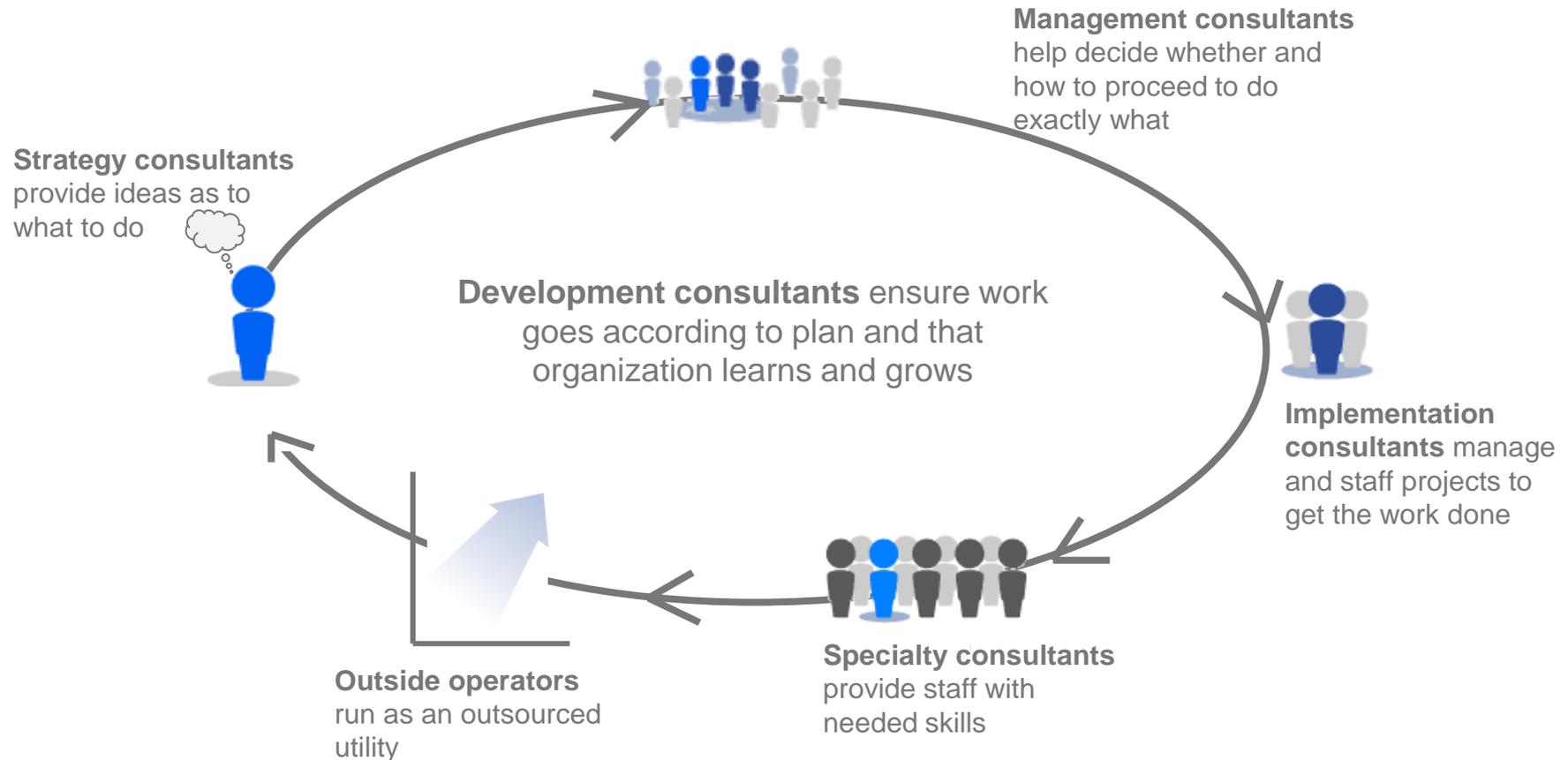
Consulting...is ***NOT*** one
thing.

Consulting is different things
to different people.

A leader with an idea to make things better decides whether and how to do it and then does it.



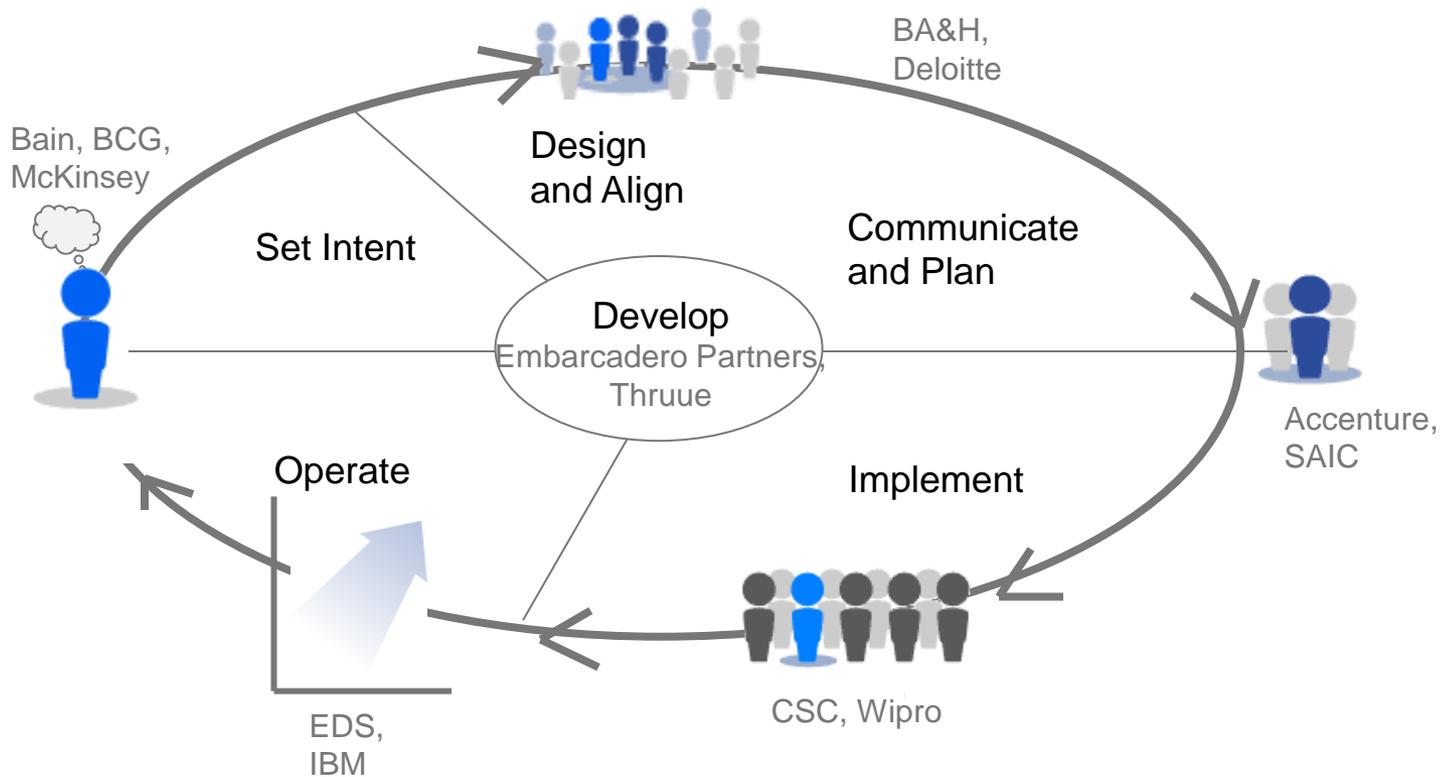
Leaders seek different kinds of outside help along the Idea-to-Benefit Cycle.



Helper and leader mindsets vary by kind of help and by stage.

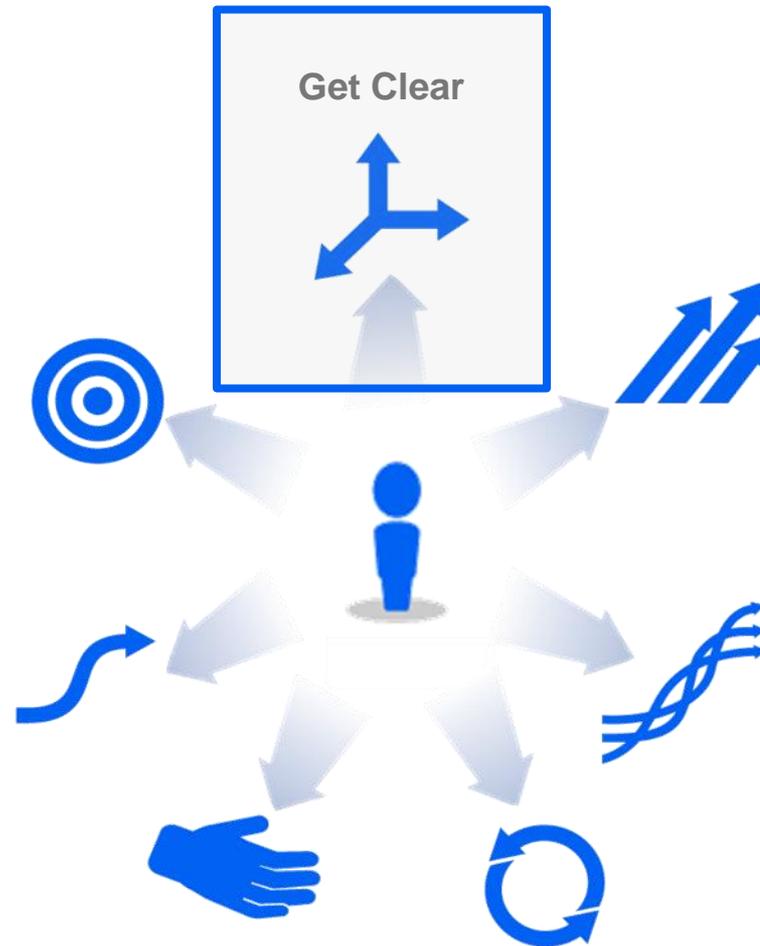
Type of help	Strategy Consultant	Management and Implementation Consultant	Operator	Development Consultant
<i>On source of ideas</i> Helper mindset	<i>"We find the answer for you."</i>	<i>"We know the answer."</i>	<i>"We'll take care of it for you."</i>	<i>"The answer lies within."</i>
<i>On how to implement</i> Helper mindset	<i>"You know how to change your world."</i>	<i>"We'll change your world for you."</i>	<i>"We know the way your world should work."</i>	<i>"We help you to change your world."</i>
Leader mindset	<i>"What do we do now?"</i>	<i>"What do we do next?"</i>	<i>"We don't need to think about it any more."</i>	<i>"We did it, and we know what to do next!"</i>

Examples of firms that provide different kinds of help by stage.



Where does
Renaissance Leadership fit
in the Idea-to-Benefit Cycle?

Long-term performance and growth comes with continuous and balanced development of actions in accord with seven truths.



Truth. An organization exists to solve a problem for people.

Action.

Get Clear

Know whose problem you solve, how, and how well.



What does _____ provide, for whom, and why?



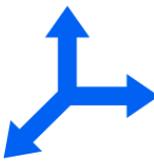
provides...

WHAT

for...

WHO

WHY



provides...

WHAT

Natural personal hygiene products



for...

WHOM

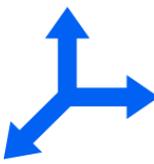
Global consumers committed to a more sustainable world



WHY

To get quality products that fit lifestyle and values at a fair price





What does _____ provide, for whom, and why?

provides...
WHAT

Iterate with top team to agree on
W-W-W

for...
WHO

WHY

What **Renaissance Leadership** provides for whom, and why.

- **WHAT:** World-class talent and talent advisory services
- **WHO:** Tech companies in the Silicon Valley and London
- **WHY:** So they can spend more time on what they do best. So they have the right people that will accelerate growth on their team

What Renaissance Leadership provides for whom, and why.

- WHAT: World-class talent and talent advisory services
- WHO: Tech companies in the Silicon Valley and London
- WHY: So they can spend more time on what they do best. So they have the right people that will accelerate growth on their team

Be more specific as "talent advisory..." can mean many things

Good

Silicon Valley and London

Companies are not clients...people are. Who exactly is your ideal client? Founder, Investor, Board, CEO, BU mngr, function head?

This lists why they would hire any talent firm...why would they hire Ren-Led in particular?

What **Renaissance Leadership** provides for whom, and why.

- **WHAT:** Matching great talent with great companies
- **WHO:** Clients to who seek help to grow their business
- **WHY:** because Clients need help the seek us to help solve their problem

What Renaissance Leadership provides for whom, and why.

What do you actually spend time doing to make the match?

- WHAT: Matching great talent with great companies
- WHO: Clients to who seek help to grow their business
- WHY: because Clients need help the seek us to help solve their problem

Answers "Why"

Why would a prospect hire you over other options?

What **Renaissance Leadership** provides for whom, and why.

- **WHAT:** High performance executive search service to lift the performance of the company. A method. The development of executive search strategies to align the stakeholders on the needed profile – identify the target talent, – access to the talent – the influence to bring the talent to the table and the support to close the talent. We support the onboarding and success of the hire. (coaching and alignment)
- **WHO:** Silicon Valley technology companies in transition – growth and turnaround. Top venture capital and private equity portfolio companies
- **WHY:** Leadership is critical to the success .A great team with average technology will trump a B team with great technology.

What **Renaissance Leadership** provides for whom, and why.

- **WHAT:** Consulting to clients in executive coaching and executive recruiting for various levels (executive board member, C-level, and VP roles).
- **WHO:** International Technology Companies, Silicon Valley high tech companies and start-ups that or heavily backed by investors.
- **WHY:** To hire the right executive for the tech companies and form an excellent leader for the organization to generate great results.

What **Renaissance Leadership** provides for whom, and why.

- **WHAT:** Project management, content production and executive research
- **WHO:** Renaissance Leadership's awesome team
- **WHY:** Because it helps me personally develop in my profession and empowers the team to face new challenges as we progress as a company

Work Session Instructions

- Open up the W-W-W you submitted ahead of the session.
- With one or two others sitting near you:
 - Talk through your W-W-W.
 - Invite clarifying questions and suggestions for improvement.
 - Switch roles.
- Prepare to share with the full group :
 - An example of an improvement you made during the exercise.
 - What you noticed from the exercise.
 - What you are motivated by this session to do next.

Long-term performance and growth comes with continuous and balanced development of actions in accord with seven truths.



Truth. It takes a team.

Action.

Get Aligned

Decide what kind of leader to be and collect followers.



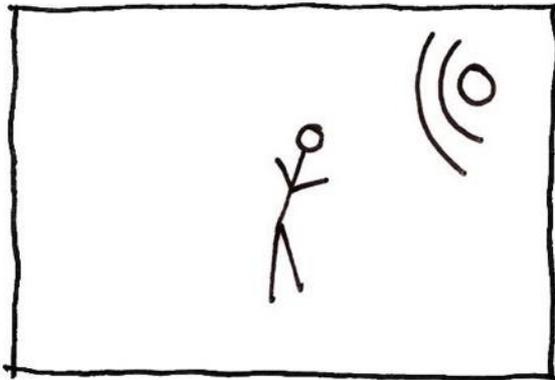
Draw a stick figure of : “A leader in action”.

- Present your figure of a leader in action.
- What do you notice is the same across presented figures?
- What do you notice that is different across figures?
- Can you come up with a single figure for the group?
- What did you notice when you worked on the group figure?

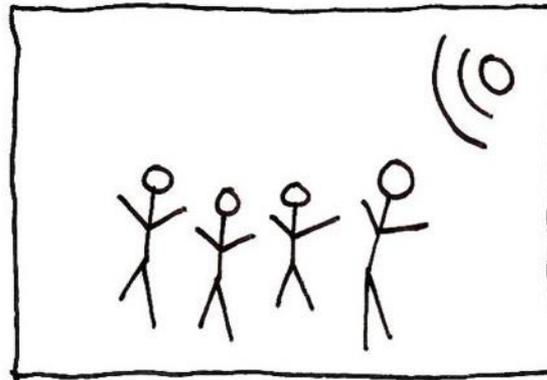
The Leader's Job



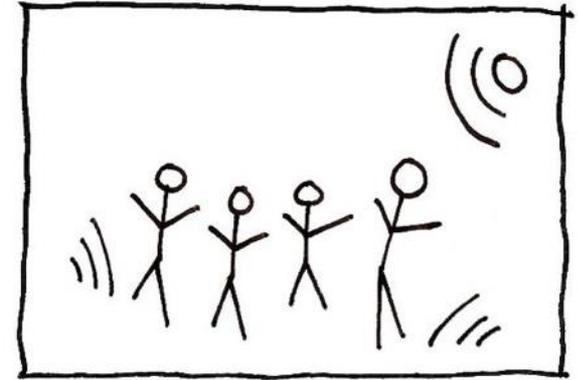
Set Direction



Align Resources



Motivate Action



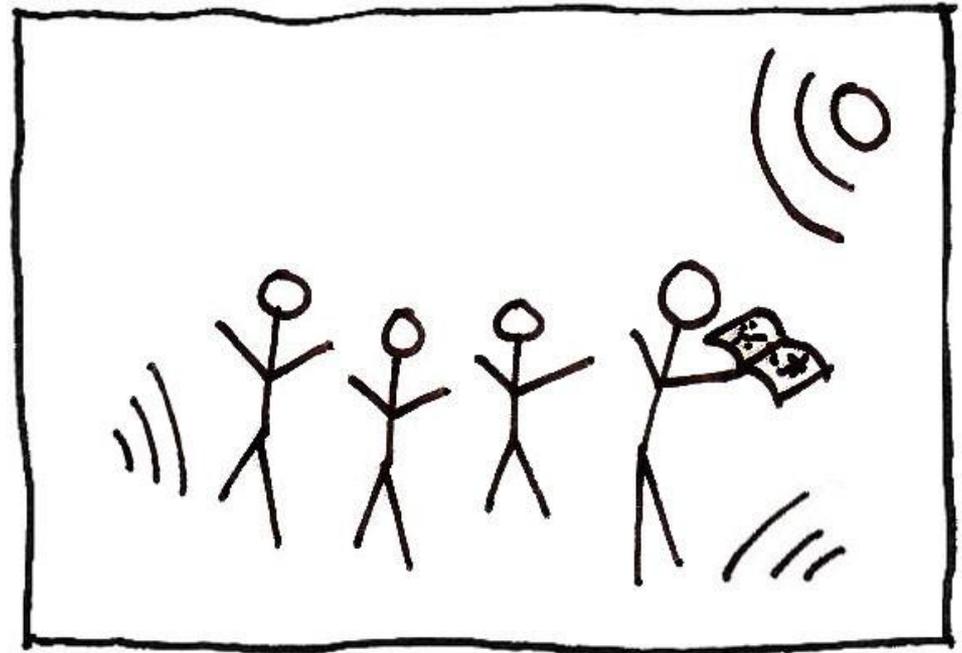
The Leader's Job



In other words,
a leader...

- develops
- holds
- nurtures
- communicates and
- drives to achieve

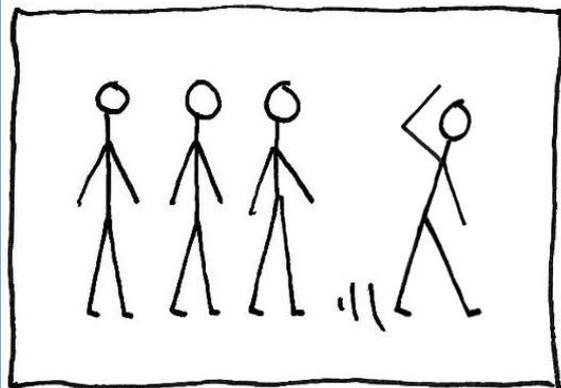
...a vision.



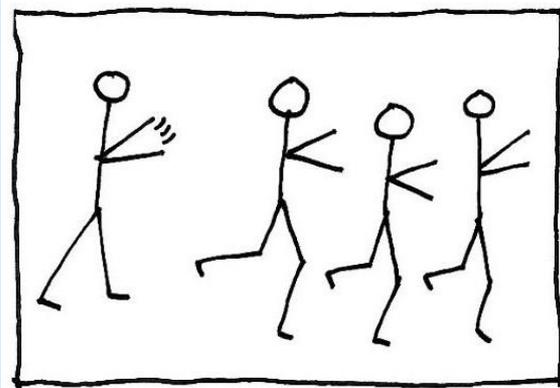
Decide what kind of leader to be.



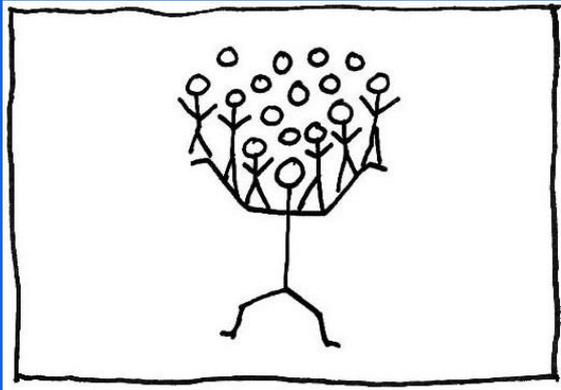
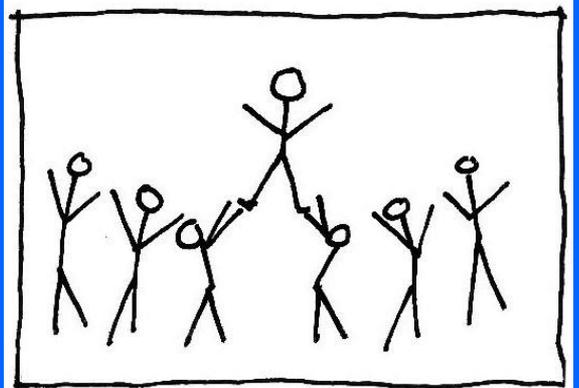
SERGEANT: follow me



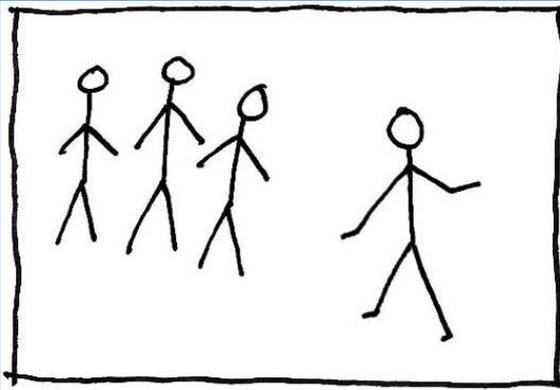
HERDER: get along



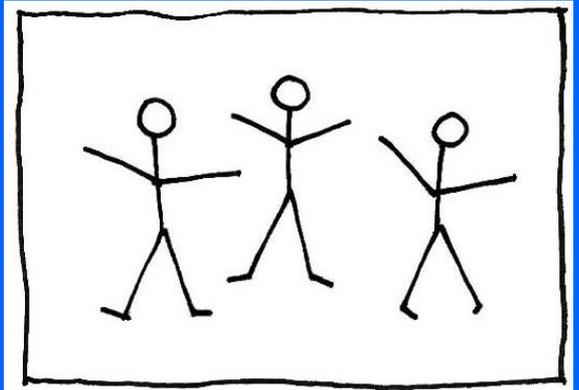
ICON: team carries leader



HERO: leader carries team



TEACHER: come along



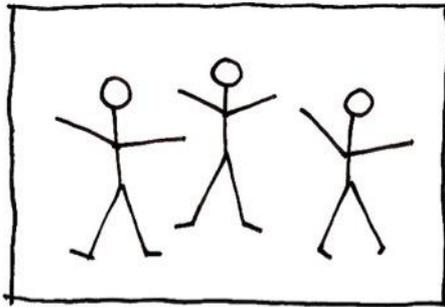
LEAGUE: team of leaders

Consistency and predictability add to the odds of success.

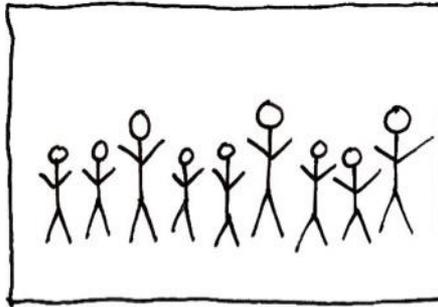
And different styles work best given:

- Mission
- Talent
- Timing
- Leader orientation

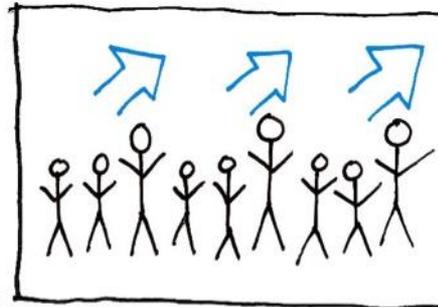
Align leaders for synergy.



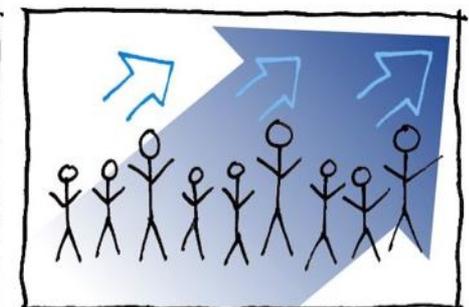
Team of leaders



Each leader has **aligned followers.**

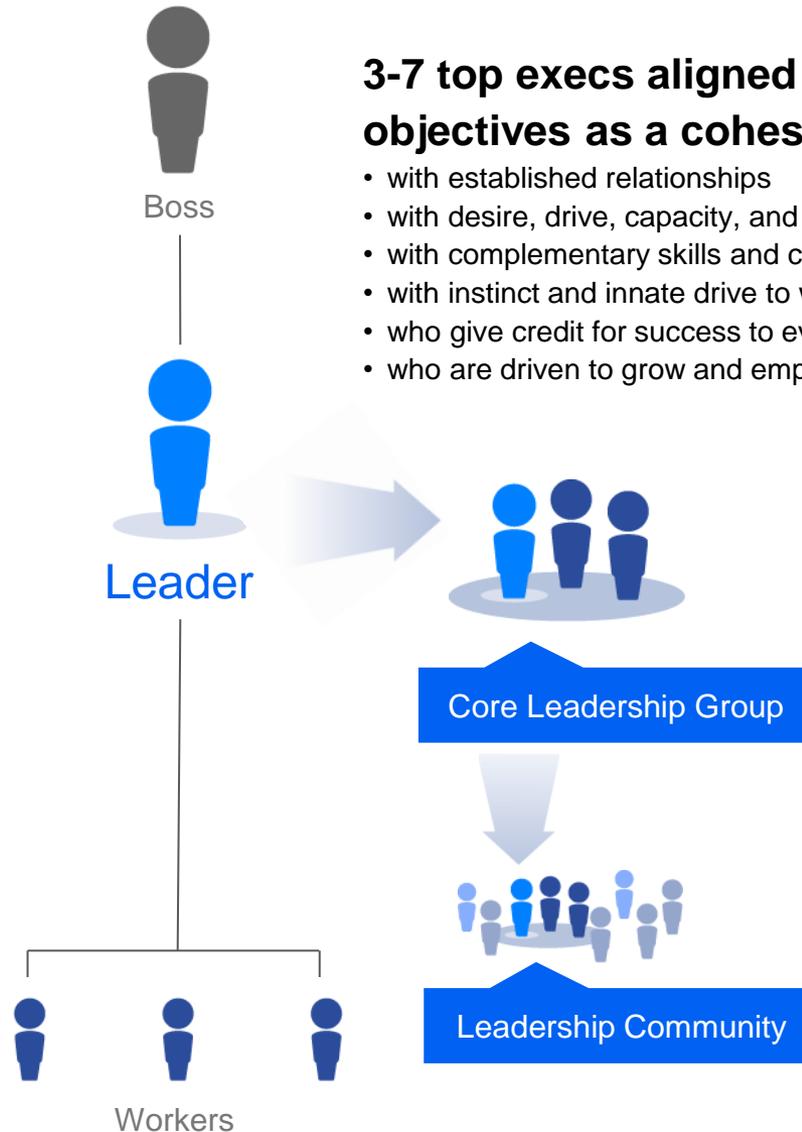


Each leader's team is pulling in the **same direction.**



Team of aligned teams all pulling in the same direction creates **a force to be reckoned with.**

Align Leaders for Success

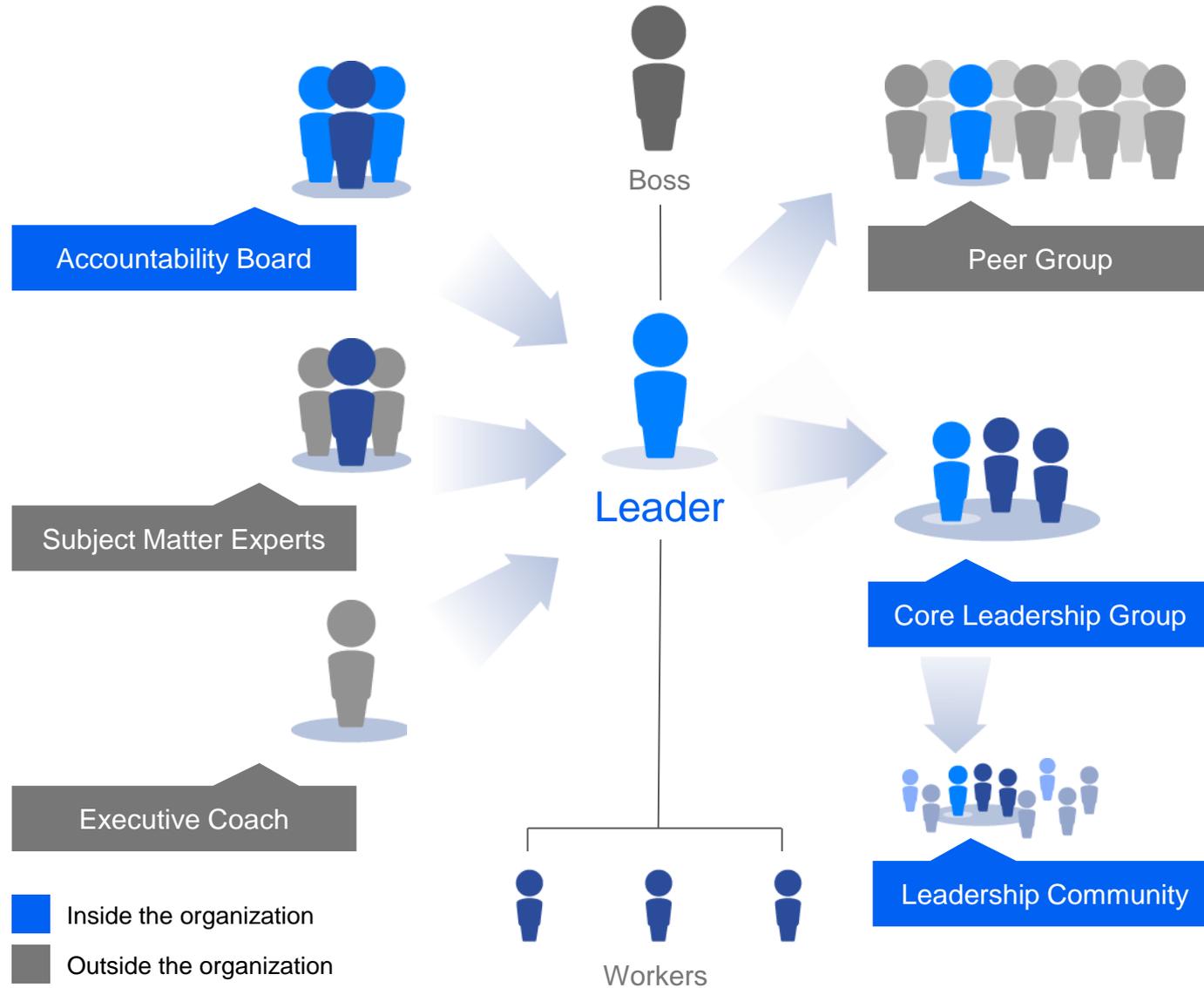


3-7 top execs aligned to accomplish objectives as a cohesive unit:

- with established relationships
- with desire, drive, capacity, and competence
- with complementary skills and compatible orientations
- with instinct and innate drive to work with each other
- who give credit for success to everyone else
- who are driven to grow and empower others over time



Support Structure for Success



Closing Exercise



- Stand-up.
- The objective is to complete a “circuit” as fast as you can.
- A completed circuit occurs when every person in the group has touched the tennis ball.
- Only one person in the group can touch the tennis ball at one time.
- If the ball touches the floor, the circuit must start over.
- Practice and let us know when you are ready to be timed.
- After a few rounds we will share how your time compares with others we have worked with.

Exercise Debrief

- Who led the process? Why?
- Are you satisfied with your role?
- Why did you or didn't you speak up more/less?
- Are your roles here similar to what you play in the work-place?
- What are the pros and cons?

Wrap-up

- Share an example of an upgrade to your thinking from today's session.
- What did you notice when working with others today?
- If you found this session useful, consider arranging for more.
- Let those you work with know we are interested in helping.

IntelliVen Resources

Free to all:

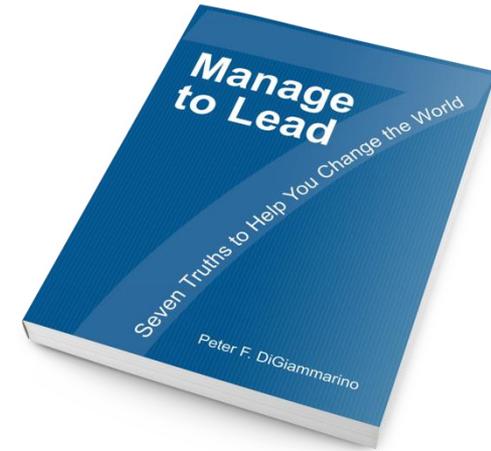
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- [Course syllabus, reading list, windows-of-time](#)

Free to you:

- Introduction to Consulting Workshop
- PDF of today's slides

Fee-based:

- [Board-in-a-Box](#)
- [Management Team Workshops](#)
 - [Executive Performance Assessment](#)
 - [Strategy Development](#)
 - [Initiative-to-Action](#)
 - [Contracting and Governance](#)
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