

9 Months of Enabling Deep Transformation

Into The New whitepaper on observed effects and enabling keys from three 9 month Leader Transformation Programs during 2023

Background

Starting January 2023, 3 cohorts of 15 have now, October 2023, been awarded post graduate certificates from the Into The New leader transformation program. This report summarises observed effects, and testimonials. In the addendum a selection of organisational initiatives stemming from the program are summarised.

Attendee rating

The attendee program ratings are collected from 45 anonymous responses, on the three questions below. During the program, mini-surveys has been issued to collect voluntary, free text feedback from the attendees. Quotes in this report stem from both these surveys and from 1-1 dialogues.

NPS* 91

How valuable has this program been for you, personally? 9,7 (of 10)

How valuable has this program been for you, as a leader? 9,7 (of 10)

**NPS is a global standard rating based on an attendee's eagerness to recommend the program. NPS scores are ranging from -100 to +100. Scores above 30 is deemed as good. Scores over 60 as extraordinary.*

“ I have attended over 30 courses over my 20+ years in work life. Many of them leadership courses. This program is without ANY competition the best I have ever done! And everyone who attended knows why! It goes deep into the human nature and being human together. The implications of that for leadership and organisation... Invaluable! Both privately and as a leader!

Attendee in cohort A ”

“ This course is not tied to a specific way of working. It's a necessity for line managers to enable and maximize the power and effectiveness of our organisation!

Attendee in cohort B ”

“ This program is one of the most important keys for this company whichever strategy we set.

Attendee in cohort C ”

“ If it wasn't for the leader program, I would have been burnt out by now! Instead, with the awareness, insights and tools I have gotten, I can lead my organisation through this crisis in new ways.

Attendee in cohort B ”

This whitepaper is from studying the effects of our program "Holistic, human centric leadership for the emerging future of organisation". A 9-month leader transformation program evolving holistic, human centric leaders equipped for the modern, complex organisation. A program weaving a range of modern scientific fields into a coherent whole, holding the intention of expanding human consciousness, to lead our organisations in co-creation of a more human centric and effective workplace. For a more sustainable world.

Facilitator Observations

On this page, we present observations from the program: from sessions, dialogues, coaching sessions, attendee feedback and organisational stories and measurements.

SELF

- How you know, understand and meet yourself -

- We observe that the attendees have gained a vastly deeper self awareness, leading to increased self-appreciation and self-love. This leads to a positive shift in overall life experience, both at work and privately. A highly 'contagious', and needed positive energy at work.

- We also note an increased awareness of own filters, assumptions and behavioural patterns and how these shape the sensemaking of situations and challenges. This new awareness opens up a range of alternative approaches to existing challenges.

OTHER

- How you understand, meet and relate with others -

- We hear attendee testimonials of increased safety, human connection, collaboration and accountability in teams, leading to measurably better and outcomes in organisational teams and units (measures of team outcomes having tripled exist).

- We observe how shaping awareness-, and letting go of own and collectively held assumptions and held 'truths' enhance both collaboration and organisational outcomes.

- We observe a deepened understanding of others. Of our common, and individual drives and fears. And how to design a system, in culture and structure, that enable individual traits and strengths to bloom.

- We hear attendee testimonials of having developed new ways to understand and meet organisational challenges, having gained the ability to zoom in and out in different perspectives. leading to co-creation of new ways forward and strategies with stronger positive effect for all involved.

SYSTEM

- How you sense, make sense of and shape your organisation and world -

- We observe a deeper meta systematic awareness having grown. Gaining abilities to really see the system, and what is needed. Zooming in and out in and between different perspectives to find joint ways forward. This is an ability that normally takes years to grow.

- We observe a vastly deeper understanding of the collective human patterns, and how we function and 'dysfunction' in social systems. We observe how this understanding leads to leadership that releases power of individuals and teams, with greater outcomes as a result.

- We observe a shift being initiated. A shift from the notion that I as a leader, or we as a leadership team, need to come up with the solutions to organisational or technical challenges. Shifting toward that the leadership team can shape co-awareness using the perspectives and knowledge of our entire organisation, shaping ways forward deeply anchored in the organisation. Releasing great organisational power.

- A strongly articulated view among attending leaders is that the program is a necessary, enabling foundation for every leader, to enable the inherent power of the organisation.

Attendee quotes from the three cohorts 2023, collected from voluntary surveys during the program, from post program debriefs and from the final program evaluation survey.

- “ I have become a better version of myself. This program has been extremely valuable for me in helping my organisation thorough these intense transformations. ”
- “ I have 5 BIG take aways from the program - even if we work with completely different things, we have really helped each other. - I have very easily been stuck in my Achiever. Being aware of that now makes me widen the perspective. - The value of co-awareness. Holding a question, both individually and collectively. We have done that a lot, and it makes huge difference! - And I see things much more clearly now. The system, connections, flow. I can really visualize the system and see what to do. I kind of knew about this before, but now I can really see! Clearly! Zoom in and out in and between different perspectives. So much more aware. That is very powerful as a leader! - And the last one may seem small: that you're only responsible for yourself in a room. You're not responsible for anyone else. And that is actually really huge. Liberating from both me and others to grow. BIG BIG thank you! This has been invaluable! ”
- “ When I applied for this. I have had difficult years with very much struggles in my teams as a manager. I was about to search for other jobs. But not anymore, thanks to the journey in this program. And my teams function well! The course have really made a huge difference. I am so thankful. Thank you. Than you all! ”
- “ Please continue this, and have follow up sessions after the program. This is one of the most important keys for this company whichever strategy we set for the future. ”
- “ I have attended over 30 courses over my 20+ years in work life. Many of them leadership courses. This program is without ANY competition the best I have ever done! And everyone who attended knows why! It goes deep into the human nature and being human together. The implications of that for leadership and organisation... Invaluable! Both privately and as a leader! ”
- “ I now see how much we are all bound by our own assumptions, and how much sharing situations with others can help understanding yourself and the challenge we face together. And help us all to grow. ”
- “ I now understand and see the fear connected to our inner psychological figures. How we can avoid triggering fear in the organisation, and in that avoid to limit and hold people back. And I see greater outcomes in my organisation as we do this. ”
- “ Without competition the BEST program i have ever attended (and I have attended many!!) It has made me a happier, nicer and more powerful version of myself. Leading my organisation with more clarity. ”
- “ I love the depth of the program! The science you build on really don't paint a picture in black or white. It shows the complexity of humans, of organisation and collaboration. And you do it SO well!! I have really lifted my capability as a leader. And gotten the tools to view myself in that role from the outside. Now I really see the system clearer, with more creativity and freedom, and try to do the best for the larger system, as well as for the individual. ”

Attendee quotes from the three cohorts 2023, collected from voluntary surveys during the program, from post program debriefs and from the final program evaluation survey.

- “ I love the richness and complexity of the models and research. We NEED to bring complexity awareness into how we lead, at all times! And here I have gotten both knowledge, confidence and tools to do that. And to see that every human being has gifts to offer. We miss this a bit. To make everyone contribute where they are their best! I am a different man today. And a vastly different leader, for the better. And I get that feedback from my colleagues. I wouldn't have been able to lead to achieve what we have done without this program. Thank you! ”
- “ I have gotten a toolbox that I don't need to carry in a suitcase, but that I carry inside. Deeply integrated understanding of how human beings and collaboration works. Immensely valuable in my daily life as a senior technical expert, leading our product into the future. ”
- “ What stands out the most for me is my own inner security. I am less in a hurry now- Much calmer. Thoughtful, with a wider range of perspectives, and ability to zoom in and out of organisational challenges. Also, I have gotten feedback from my organisation: I dare show vulnerability and I dare to show that I do not know. That calm and vulnerability is appreciated in my organisation, unlocking power and accountability. Also, now when I see what is needed in the organisation, I look beyond my own gain. Looking at the larger system. What will be best for the whole. The greater inner security creates a sense of self safety. And I have been given tools to face my inner critical voices and fears. Just imagine if everyone could act from what is best for the whole... ”
- “ After Day 1 I realized that this program will have huge positive impact for me as a person, Now I also clearly see how the collaboration in my closest groups have improved significantly, we approach challenges differently, we think differently in how to create new things, seeing new ways forward. I also see the same positive benefits with other teams I work with. ”
- “ This program is not tied to a specific way of working. It's a necessity for line managers to enable and maximize the power and effectiveness of their organisation! ”
- “ I see now in retrospect, that this program have transformed me from inside out. That transformation has really changed my leadership. An effect I see from that is my teams working as one organism now. Almost having tripled their output.. ”
- “ If it wasn't for the leader program, I would have been burnt out by now! Instead, with the awareness, insights and tools I have gotten, I can lead my organisation through this crisis in new ways. ”
- “ You are not just the coaches of this program. You are the heroes who build human beings in both my private life and work environment. >3. ”
- “ This course No, I cannot call it a course. It is a life changing journey, affecting every part of my life for the better. From my leadership to all my private relations and my appetite on life. This is the best I have ever done! Thank you <3 ”
- “ This program is one of the most important keys for this company, whichever strategy we set for the future. ”

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Addendum – Organisational Cases

We have interviewed attending leaders, to monitor and get measures of how the program have shifted their leadership and view on organisation. Brief introductions to these interviews are presented below.

Shifting the leadership team to lead as one

Martin realized that most of the management team was too stressed, not really present at their meetings, even though they handled really important matters. He also noted the lack of a shared view of the current state and the way forward.

Making a choice at one of these meetings, he set a clear intention for himself: to make this meeting an important, unifying meeting. Consciously shifting his presence, energy and attention, he shaped the meeting into what was needed. Opening to explore "What is really important to us, here?". Making sure that the diverse views of the team was heard and unified, the outcome of the meeting was one of alignment. After this single meeting, the experience was the leadership team having come closer to each other. Starting to act in more alignment. After this meeting, dialogues continued to open,

Addressing a deep organisational challenge from co-awareness

Jimmys organisation was in a huge challenge, fighting with internal communication problems and lack of flow, hampering both social aspects and technical outcomes. From the program he gained insight in leading complexity and learnt methods to do so!

When the corrective action was presented to the organisation feedback was received that people felt heard, and the management team had listened and understood their daily challenges. Within 2 months the change they initiated results in better communication and collaboration between different parts of their organisation, and a clearly improved flow in development and delivery.

Now, 6 months later, this change have lived and grew, even if Jimmy has been on parental leave. The initiative paved the way to get through the organisational transformation in a better way, and to have a chance to deliver what is needed. Crucial knowledge at important times.

Tripling team outcomes from shifting to post heroic leadership

Henrik have noted an internal shift as the insights of the program have integrated. In this he also observes how he gradually shifts his leadership of his teams. He observes how the team have started to work as one organism, with dramatically increased team safety, co-ownership, accountability, collaboration and dialogue. After summer, he made a reference measurement of team outcomes, noting that the team outcomes have almost tripled compared to before summer.

Addendum – Organisational Cases - continued

How human to human connection fosters accountability

"This program have entirely shifted how I have been capable of leading through these times of re-organisation and restructuring. Also, how I show up and relate privately. I have really internalized the program, and I use many of the tools and practices both professionally and privately. And it really adds colour to life.

We need to re-establish accountability in our organisation. And I clearly see how we *must* start with human connection. It is crucial to build trust, and to create accountability. I see so clearly that we cannot connect in any other layer if we have not connected human to human. Actually, it is quite refreshing that being human together comes in the first room, unlocking for us to create results together.

And when we start from the right place, results and accountability follow. Crystal clear!

Leading organisational Transformation

Daniel testifies how the program have significantly helped him lead his organisation through turbulent times of re-organisation, while maintaining engagement. "It is hard to put words on it, but I have gained a much deeper sense of how to lead organisational transformation. And a much deeper sense of the human nature, and the implications on organisation and collaboration. And that shows in our organisational trust and accountability."

Closing Remarks

Here, we share our insights and conclusions from interviews with program attendees coupled with our own observations and measurements of program outcomes and effects. Observations that are remarkable on their own. What do we see as the enabling factors to enable such a transformation?

The space, the holding environment

The Space. The holding environment is a key enabler. A space in which all are safe to be vulnerable. Invited to meet ourselves and explore those meetings with and through others. We see in-, and hear from our attendees, that a deep, vulnerable meeting with oneself can be challenging. In a safe space this meeting is enabled. And when it is, we heal, and grow.

Embracing ALL that we are

Many programs focus on growth, and success equals development. This is a very dangerous approach, that will have counter effects. Instead, we need to open for integration. To open to meet ourselves in every aspect with an open heart, embracing all we meet in love. Not wishing for any aspect to go away. We use the developmental psychology as the base to explore and meet ourselves like this. Opening up for healing and integration, leading to growth.

Spend the time together in mutual exploration

We don't do classroom teaching. When we meet in session, we use that time to meet and explore ourselves and each other. In various practices, dialogues, mirroring, experientials, embodied sensing, to mention a few.

To prepare for session all attendees take part of pre-recorded video, constituting our classroom teaching, opening for reflection prior to session.

Make space for integration, holding the process alive over time

The program spanning over 9 months is a key. Transformation takes time.

We have also seen the importance of holding the process alive, making space for integration. Between sessions, we offer 1-1 coaching, and attendees to participate in triad explorations on the session topics. All this make space for integration and hold the process alive.

We don't only facilitate – we participate

We, as facilitators, facilitate of course. AND we participate. In every practice. Often not with the attendees, but between the two of us. This makes us part of the space and the journey, which makes significant difference for everyone....

With Love
Karin & Niklas

About us:

We, Karin and Niklas, hold a range of global certifications in developmental coaching, vertical leader development, the relational organisation, sustainable change of social systems, vertical organisational development, self-organizing structures and so on... But this is not the primary reason why we are really successful in what we do.

Many others use this research to compete. A fit right into our Achiever paradigm. "The more developed the better", "Later is greater", "We need to advance", "We must..." And so on. The problem with this approach is that it actually seems to inhibit the very growth and development aimed for. Striving for development and expansion is a great hinder for the same. We learn to say the right things, but on the inside we may stay unchanged. It can be hurtful. And we have seen it closely.

We have found another way. A holistic way. Free from competition. Free from better or worse. We use this research to meet ourselves. To meet every part of ourselves with an open heart. With compassion. With love. And when we do, we start to integrate. And when we do, our consciousness opens up for expansion. We grow from the inside out. The outcomes and effects of that growth is an integrated understanding of the human nature. Of the human in a social system. In an organisation. And what we can do as leaders to craft structures and grow a culture that supports each individual to bloom in their unique way. In their unique talents and gifts. When that is brought into modern organisation, the collective power is released. And astonishing results follow. It is beautiful. And we have seen it happen. Over and over again.