

# A Leader's Voice

## Listening to the voice of Henrik, on tripling team outcomes

The intention of this paper is to share the voice of Henrik Fasth: A manager in a global R&D organisation, leading a development team, developing SW for the automotive industry. We wish to share his journey through a transformative leader program, and the effects that journey has had on his leadership and team. Deepening connection, increasing safety, collaboration and accountability. Almost tripling the outcomes of the team.

Enjoy your read.

/Karin & Niklas

## Interview

*Hi Henrik! Please tell us what your story is about. We know it's an exciting story!*

It is about my inner journey in this program. My gratitude of having participated. The shifts I can note in myself. And the astonishing shifts I note in my team as a consequence of me shifting my leadership. It is about how my inner journey helps shape great outer shifts.

*Well, that sounds as a story I want to listen to. Where do you want to start?*

I've been leading development teams for maybe 15 years. And I have always been searching for what I have now found. But maybe I never really knew what I was looking for. Never been able to put it into words. Now I have it. Through the inner journey that the program opened for.

To be honest, I don't dare to think of if I hadn't applied. What I have gained as a person, and what I can pass on in my leadership, is huge.

*You have found what you have been looking for for years. Wow! Please share your journey. What are the big shifts you note in yourself?*

One thing is the inner process of understanding when I get triggered. When I am triggered. And to let it be. That everything is ok. That is a big shift in me. In that I can be curious about what lies behind. In myself.. It creates a depth in myself.

I can also meet others in the same way. Big difference! Instead of seeing resistance in a person, I can see behind... How he/she is triggered. And I can meet that in new ways... In much greater empathy. And in that, everyone are allowed be where they are. It creates calm, safety and energy.

I also feel so much peace now. In so many situations. Previously, I was more easily distracted and worried. Affected by stress and external pressure. Now I am much, much calmer in every situation. A big relief for me personally. And in that calm I can see more clearly. I can show what is possible! That is powerful! It creates energy and agency in the whole team.

In "A Leader's Voice" we share stories of courageous, post heroic leaders. Some having attended our 9-month program "Holistic, Human Centric Leadership for the Emerging Future of Organisation". A program expanding human consciousness. We hope that sharing A Leader's Voice will contribute to raise awareness around the globe. Deepening the human connection, true listening and compassion towards self, others and our planet. To open up for the co-creation of a better tomorrow.

*Those are big shifts. Thank you for sharing. You mention that it creates energy in your team. How have the inner process shifted your leadership?*

I experience a big change in my leadership. And of course, the team notes the same positive change. Previously I typically started by sharing what I see and how I think things should be, or should be done... to start with asking, involving, listening. Building from the sensing and awareness of the entire team. Creating true involvement. What do WE think? What do WE want to create together? By this, we open for real learning in every day work. And we act from a much deeper and broader awareness.

And I see that this integration has grown in me over the course of the program... Now in retrospect, I see that I have changed a lot. I have always thought of myself as a servant leader. Inclusive. Involving. Co-creating. Because I have used models and frameworks intended for that. But now I see that I did not lead at all as I thought or wanted to lead.

My internal process has been to firstly absorb the frameworks and understand them, and then to really open up to meet myself. It has been uncomfortable many times, but oh, so powerful. So liberating! After summer I now see how I have begun to integrate my understanding into myself. And in that my whole self have shifted. My being. And in that also my doing. How I am, act and lead. From the inside out..

*What effects and shifts can you note in your team from this?*

In the team, this has led to enormous shifts. They are much more autonomous now. Involvement and accountability has increased. I experience them working almost like one organism. Everyone is involved in developing ways of working, solving problem, supporting each other and participate in dialogue. Big shift in the will to finish! As one. How can I help us finish with what is most important.

In the past when I was away not steering work diverged, and almost nothing got finished. It's completely different now. And it creates so much energy!

I am amazed by the measurable change. Now we have done in one sprint almost as much as in the entire last product increment. Working as one organism. By constantly valuing an opening attitude, dialogue, supporting each other. WE take responsibility... as a team. Huge difference.

And that the outcomes are almost 3 times higher... It's almost hard to take in.

*A team outcome 3 times higher. That is worth a glass of champagne. Where will this take you from here?*

I have realized that I want to be in a well-functioning group. As a part of. Not like the top of a pyramid. I want to create an organisation where the team is capable of taking accountability, being involved in creating the solution WE believe in.

Now it's clearer for me that I really want to be a leader. In the new me born in the program. I see that have gifts to give in being me, and in that I see people growing. It is beautiful!

*Henrik, what a beautiful story. Thank you for sharing.*

Thank you! Really. Thank you! I am really grateful!

## Closing Reflections

This is a beautiful story highlighting a few important aspects we see in working with human transformation.

- i. Inner transformation leads to a true shift in being and actions of a human and leader. This inner transformation can really unlock the power of a team or an organisation.
- ii. We cannot really learn to apply tools and practices to make a shift. If we don't do the inner work, we will apply the practices from the "old" awareness, with "old" outcomes as a result. But when we shift our awareness. When we expand from inside out, the same practices really do unlock the power they were designed to unlock. Hence... it is more about the inner state, than the outer practices.
- iii. The inner journey can be challenging. But the resistance we meet in ourselves tell us that we are healing and growing. If we stay open to our own process, we are divinely rewarded.

In 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-organising 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 develop", "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 consciousness expansion is a great hinder for the same. We learn to say the right things, but on the inside, nothing really changes. It is 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 ourselves. Our consciousness opens up for expansion. We heal. And we grow from the inside out. In a dialogue we had with Bill Torbert on this he said something like: "Trying to expand your post heroic figures without having properly integrated our heroic stages is like trying to climb a staircase nailed to the floor. It hurts. And it is impossible."

So, in all our work, we work holistically. And people attending our programs and workshops are actually moved. Touched by meeting themselves, through others. For we are all beautiful. And deep inside, we know it.

### Get in touch:

We want to share what we, by experience and validation, know have transformative effect within the field of personal and leader development for the emerging future.

Get in touch if you sense that our paths may cross, or if you are curious of what we can do together.