TGP High Performance Leadership Offsite Experience

Introduction

The TGP High Performance Leadership Experience is the first in a series of experiential offsite retreats designed to challenge participants physically, mentally and spiritually. We believe there is something in every leader that yearns for, even demands a test. We believe that we are born wild at heart with a natural desire for adventure and challenge. We believe that societal norms have constrained leaders from reaching their full potential and that virtually all world problems stem from either a lack of or misuse of leadership energy. When a leader accepts responsibility and frees themself from their shadows and the baggage they carry, they can achieve the fullness of their calling. We believe that by embracing ones calling, a leader can start a ripple effect that can transform their organizations, communities, families and the world.

Let's face it, being a leader is a very difficult and often, lonely role, and it's not getting any easier. Leaders today must grow and adapt at a faster rate than any previous generation. There are thousands of books written on the topic of leadership, many of which are excellent sources of information. Yet, most fail to address the root issues we face as leaders. That's because, in order to become a High Performing Leader, we must first take a much deeper look into who we are as a person. We must address the subconscious influences and patterns of behavior we have acquired since birth and learn how to break through those old patterns of behavior so that we can unlock our God-Given passion and potential as a leader.

Unlike any other leadership retreat you've attended, The TGP High Performance Leadership Experience is designed to challenge you to take a hard look at what is and is not working in your life. We give you the opportunity to wrestle with and discover new truths about yourself — and embrace your God-given gifts as a leader. We will challenge you to take that journey, to let go of your excuses and move beyond blaming others; and look at how you are contributing to those parts of yourself as a leader that are not working and learn how to make authentic, courageous leadership a part of who you are. You will learn how to build and maintain a safe, judgement free environment that will foster increased trust and growth amongst team members.

Background

Our organization, Transformational Growth Partners, if focused on helping organizations build High Performance Teams that consistently produce great results. It doesn't matter whether these teams are looking to win a national championship, dominate their respective marketplace, or change the world by helping others. As long as there are people looking to work together to consistently produce amazing results, we can help them get there. You see, it all comes down to leadership, or more specifically, "vulnerability-based leadership." The best leaders consistently lead organizations that produce great results.

The one common denominator we have found within these great organizations is that their leaders focus not on the results themselves, but instead on the behaviors that are responsible for producing great results. They deal with the natural dysfunctions that occur when people work together in teams. What we have found most fascinating is that great leaders make their teams stronger by leading from behind, from a place of service. They see their role from a completely different perspective than that of a traditional leader. Over the years, we have guided and coached many leaders of High Performance Teams who have dared to go beyond success and create significance in the world.

There is something magical about watching these teams work and witnessing the results they produce over and over again. What's really interesting though, is that they make it look easy, and they seem to actually be having fun in the process.

What we've discovered was that the first and most important responsibility of leadership is to create a safe environment where each member of their team can speak "their truth," which is often times different than "your truth" or "the truth". You see, people have a need to be heard and understood. When a leader creates a safe space for team members to openly share their thoughts and feelings, and those team members respond by becoming vulnerable and sharing; the team begins to trust each other more and more.

Leaders of a High Performance Team must model this behavior by going first and being vulnerable in front of other members. Not once or twice, but all of the time. Doing so sends a message to the rest of the team that it's safe to speak "your truth." They live by a pragmatic motto. Admit you screwed up, learn from it, and let it go. In short, great leaders create "trust" through vulnerability. They share their failures with the same enthusiasm as they share their victories. In doing so, they are

modeling the behavior they expect from the rest of the team members they are leading.

High Performance teams are built on a foundation of trust. It is the primary function of leadership to build and maintain that trust-based environment so that it becomes ingrained in the culture of their organizations and owned by each and every member of the group from the lowest levels of the organization to the very top.

Once the environment of trust is established, team members can engage in healthy debate around critical decisions that need to be made while tapping into the collective mindset of the entire group. When this is accomplished, the ideas transcend those of the individual and become the product of the collective mindset of those involved. This process is commonly referred to as brainstorming or healthy conflict. It gives a voice to everyone involved in the process so that every member can feel heard and understood without judgement. It is the role of the leader to maintain and protect the safety of the environment for this to become a sustainable process. When the team engages in healthy brainstorming, the leader must make a decision on how to proceed. Often, there are conflicting viewpoints and ideas generated during the brainstorming process. It is the role of the leader to weigh the various options and make a decision to move forward. It is the role of the leader to communicate that decision clearly to all involved in the process. It is then the leader's job to get a firm commitment from each team member to do everything in their power to make the decision work, including those who argued against it in the brainstorming process. Once each member makes a clear commitment to support the new decision, no one has the right to say, "I told you it wouldn't work."

Lastly, leaders are responsible for creating an environment of accountability around the commitments that the team has made. An example of such commitments includes showing up on time and attending team meetings. The most important aspect of this process is in maintaining an environment of integrity around agreements amongst team members, including the leaders. If a commitment is broken, it is the role of the leader to facilitate a process of cleaning up broken agreements. Each member of the team is ultimately responsible for maintaining their own integrity and owning their broken agreements. It is also the leader's role to facilitate when someone is out of integrity and not taking ownership of the choices that they made around the broken agreements.

FOUR KEY AREAS OF INTEGRITY

Integrity means to be aligned first within ourselves and then with others.

When you speak of leadership, there are four key areas of integrity that are essential for the team to embrace. When a team member is "out of integrity" in any of the four key areas, the level of trust that others have in them begins to diminish, ultimately creating dysfunction within the team. When a leader allows members of the team to continually be out of integrity, that leader's ability to lead becomes compromised. Great leaders hold themselves and their team members accountable for getting back, and staying in integrity in the following key areas:

1. **Emotional Awareness**: This is the ability to be awake and aware of what you are feeling at the moment, be able to locate these feelings accurately in your body and communicate your feelings clearly so that others can understand them. Doing so creates clarity and builds trust through vulnerability.
2. **Agreements**: Be clear about what you want and don't want. Do not make agreements that you do not want to make and keep the agreements that you do make. You may need to re-negotiate and clean up broken agreements. Own the outcome of your broken agreement and work to get back into integrity immediately. Doing so creates deeper trust and lets others know they can depend on you to keep your commitments.
3. **Communication**: Be an authentic listener and speaker. Listen with undivided attention and listen for accuracy, understanding, emotions, and exactly what the team member wants. As an authentic speaker you must take responsibility for communication until it is clear that the other person understands. Don't assume that what you are saying is clear. Ask them to repeat back what you have said to confirm that they heard and understand you. Doing this will create greater clarity and help avoid disconnects within the team.
4. **Responsibility**: Take full responsibility for the circumstance in your life and actively promote and inspire 100 percent responsibility in others. In other words, stop making excuses and own the choices you make and the consequences they produce. Doing this builds deep bonds of trust between team members. All members of the team must be held to the same standards of integrity, especially the leaders. Vulnerable leaders will turn themselves in when they are out of integrity, even for the smallest of infractions. As leaders, we must model the behaviors that we expect in others. We must shift from defensiveness, excuses, and blame to seeking the truth and holding each other accountable.

Conclusion

Once an organization is able to implement each of the disciplines in this model, the byproduct of this work is the development of a High Performance Team that consistently produces great results. In other words, you will get the results you desire by focusing on the disciplines we have outlined.

Leaders who attend the TGP High Performance Leadership Experience will be equipped with the tools they need to begin the journey of building High Performance Teams within the organizations they are responsible for leading.

One of the best ways to understand the benefits of building a High Performance Team is to look at a comparison between how teams typically function before and after implementing what they have learned in this retreat.

High Performance Team Development (Before / After)

B – Team members may avoid having the tough conversations about "Elephant in the Room"
A – Members engage in crucial conversations without fear of consequences

B – Team members work in silos
A - Members collaborate effectively on shared objectives

B – Team members make limited contributions, "not my role"
A - Members become more engaged, and fully invested in shared decisions

B –Decision-making may be based on skewed perceptions
A - Decisions based on true understanding of the problem and underlying Challenges

B - Members may rush to quick answers and tend to treat symptoms
A - Member take time to think; arrive at thoughtful, inspired and strategic Solutions focusing on root causes and dysfunctions

B - Members may censor themselves and suppress differences
A – Members learn to differ skillfully and productively

B – Members may focus on Short-term fixes driven from fear of failure
A – Members develop sustainable solutions guided by a shared commitment to long-term success

B – Members may compete, work in opposition
A – Members will be focused on their core competencies, and work together for shared success while holding each other accountable in a safe and supported environment.

B – Teams may be delivering unintended results
A – Teams are optimized to deliver powerful results

B - Teams run out of ideas but "something needs to change"
A – Team leaders become empowered to inspire their members, and transform their teams from within

B – Team leaders may keep personal selves separate from their professional roles
A – Team Leaders have an open, holistic stance, and think and act with courage