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ASSOCIATES

**LEADING FROM THE INSIDE OUT:  
The Essentials of Modern Leadership**



[www.ChristineComaford.com](http://www.ChristineComaford.com)

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In this kit, I'll provide additional tools and resources that will help you to implement the SmartTribe Accelerators. First we'll start with getting present, then we'll move to setting your mission, vision and values, and finally we'll work on cultivating leadership in your team with IDPs, LDPs, and lean training.

Here's how to reach me if you'd like help in creating your SmartTribe:

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## Leading From the Inside Out Vision, Mission, Values, and Needle Movers

Setting the stage:

- Difference between a: Job, Career, Calling
- Fear Pushes, Vision Pulls – Vision unites, inspires, sustains
- Goal = right people, right roles, doing right things
- Review of 3 triangles: tension, leadership + company effectiveness

One of the most important and core elements a company of **people can be aligned on is their mission**, vision and values about the company. These components are essential and powerful drivers for the exec team to efficiently achieve the success they want.

Many companies don't really think this is important to have these or have them nailed down. But that's primarily because of one major flaw in the use of these terms. That one flaw is the integrity that runs behind the concepts of the Mission, Vision and Values Statements.

*In fact of the 9 Signs of a losing organization (as researched by over 2 dozen silicon Valley VC firms)– Having a fuzzy vision, mission or set of values is number one on that list.*

Often there is a lot of misunderstanding about these words, mission, vision and values. And there are a lot of definitions out there.

I happen to like the Peter Senge definitions – who is most well known as the author of The Fifth Discipline, but was also the Director for the center for Organizational Learning at the MIT Sloan School of Management.

He coined the phrase, “The Learning Organization”. A learning organization is the term given to a company that facilitates the learning of its members and continuously transforms itself .

A learning organization has 5 main features:

- systems thinking - an understanding that all parts affect the whole and changes in any one part will affect the whole – the best way to solve problems is to understand each problem in relationship to the overall ecosystem and whole of the company.
- personal mastery – the commitment by the individuals at the company to the process of ongoing learning and development
- mental models – willingness to challenge internal theories, norms, behaviors and values
- shared vision – a shared vision is important in motivating the staff to learn, as it creates a common identity that creates focus and energy for learning. The most successful visions build on the individual visions of the employees
- team learning – teams that share openly their learning – problem solving capacity of the organization improve greatly. Open, communicative cultures that have ongoing dialogue and discussions grow faster.

The benefits of a learning organization are:

- Maintaining levels of innovation and remaining competitive
- Being better placed to respond to external pressures
- Having the knowledge to better link resources to customer needs
- Improving quality of outputs at all levels
- Improving corporate image by becoming more people oriented
- Increasing the pace of change within the organization

We start with the assumption that we all want to be effective with our company, both within the company and within ourselves within the company. And let's call *effective* as creating the results we want long term and sustainably. History in organizations has shown that to be effective we need to be clear about the mission, vision and values.

## **MISSION**

So let's use the Peter Senge definitions of these words:

In his world view – the word mission means the “why”. Why are we in business? Why are we doing what we do here? Why does this company exist? What's the purpose for us existing? If you look across contexts, you could ask the same question about yourself as a person, or as a couple, or as a family.

For example think about the constitution of the US. The preamble says, we the people of the US in order to form a more perfect union, and establish justice and provide domestic tranquility. People still look to

the constitution to solve cases hundreds of years later. So the purpose is a long term proposition that is lasting – that doesn't change.

EXAMPLE: Mission for a company providing private student loans: We believe every child has the right to receive a higher education that is financed in a manner that is fairly priced and accessible to all.

## VISION

On the other hand – vision is a little different. A vision is a picture of what you want as far out on the horizon as you can see. And usually this is 3-5 years – in a company or with a person. And as you get closer you revise. It is important that it be long-term enough to make decisions.

Examples of visions:

- The Manhattan project – the idea was that there was going to be no more war because it would be so terrible no one would want to go to war.
- JFK vision – man on the moon in 10 years. No one thought it was possible, etc.

Example Vision for a company providing private student loans: By 2020 we will have enabled 50 million students to receive a higher education.

## VALUES

Values have to do with standards of behavior that you say yes or no to. You want the vision to happen in service of the mission – but there are some things that are important to you. Some guidelines of behavior that you are not going to compromise regardless.

**We believe people may not be able to become profoundly aligned with other people, but they CAN and WILL become profoundly aligned with a potent mission, vision, and values.**

A wonderful example of a corporate vision and values is Johnson and Johnson's credo. For over 10 years I have used this example in training and presenting to businesses and organizations. It is a beautifully designed values document that stresses the importance of the behavioral alignment with the values.

**Mission** – Your purpose – what's the big why?

**Vision** - a picture of what you want – clear picture?

**Values** - those standards of behavior – integrity, open communication, team work, etc.



## **Johnson & Johnson**

We are responsible to the communities in which we live and work  
and to the world community as well.

We must be good citizens — support good works and charities  
and bear our fair share of taxes.

We must encourage civic improvements and better health and education.

We must maintain in good order  
the property we are privileged to use,  
protecting the environment and natural resources.

Our final responsibility is to our stockholders.

Business must make a sound profit.

We must experiment with new ideas.

Research must be carried on, innovative programs developed  
and mistakes paid for.

New equipment must be purchased, new facilities provided  
and new products launched.

Reserves must be created to provide for adverse times.

When we operate according to these principles,  
the stockholders should realize a fair return.

We believe our first responsibility is to the doctors, nurses and patients,  
to mothers and fathers and all others who use our products and services.

In meeting their needs everything we do must be of high quality.

We must constantly strive to reduce our costs  
in order to maintain reasonable prices.

Customers' orders must be serviced promptly and accurately.

Our suppliers and distributors must have an opportunity  
to make a fair profit.

We are responsible to our employees,  
the men and women who work with us throughout the world.

Everyone must be considered as an individual.

We must respect their dignity and recognize their merit.

They must have a sense of security in their jobs.

Compensation must be fair and adequate,  
and working conditions clean, orderly and safe.

We must be mindful of ways to help our employees fulfill  
their family responsibilities.

Employees must feel free to make suggestions and complaints.

There must be equal opportunity for employment, development  
and advancement for those qualified.

We must provide competent management,  
and their actions must be just and ethical.

## MISSION DRILL DOWN

Let's start the discussion with answering any of these questions:

- Why are we here as a company?
- Why do we exist?
- What are we going to source that will not have existed without us being here?
- What are we going to make happen because we exist?

Although this kit is not looking at personal missions, these are important as well. Ask yourself: Can I achieve my personal mission inside of the mission of the company?

Now you have your mission statement – this can continue to refine over time – but this is a starting place. Remember this is not about getting things perfect, because they will never be perfect. You can think of this exercise like deciding what tattoos you want on your body. They are pretty impactful and permanent, but they don't need to be perfect – because what is perfect really anyway, other than a conversation about how we are not enough, rather than a conversation about how what we have and how it can empower us to create.

## VISION DRILL DOWN

Let's talk about the Vision of the company. If we stick with our original definition that the vision is a clear picture you can see of the company as far out as you can see on the horizon – which is likely 3-5 years from now. What's the clear picture you see of the company?

Vision can be asked in that way – or we can ask ourselves in the opposite way to start to get our vision – what are we willing to give up to have alignment on what the future looks like. Often having a clear vision is challenging, because we look at what we want only – however, we know that from our lives, often what we want and what we end up with can be different. Mostly that difference is the summation of our behaviors and actions along the way. So, it can be very valuable for us to both consider what we want, and what we are willing to give up or sacrifice at the company in order to have a complete picture about the future.

Vision is often thought of as results – we want to be worth X amount of money. But again – let's put those Visions aside, because, that is not a Vision that is going to move everyone through the organization. Remember we are talking about a company vision – not a project or imitative vision. We are looking for a vision that people in the company from the top to the bottom can get behind.



**And perhaps the best question we can ask is:**

*Who are we becoming as a company in 3-5 years?*

What will we be known for, or known as in the community then as a company?

What will we be proud to say we are as an identity in the business community when we arrive?

What are some visions of what you see the company looking like 3-5 years from now?

**VALUES DRILL DOWN**

Values can be pretty cliché – most companies are working off of similar values. And it is not the words, it is how we demonstrate them at the company. If we take our attention off the words and definitions of them – and put it on the future where we have our behavior aligned with the values – then what we are going to chose are not going to be words you tell people at the company. They are going to be behaviors you agree to live by and align with on a daily basis when you walk through the front doors of the business. Words that you are going to live and show by example, or do everything you can with your coach to distinguish what's there around you not aligning to those values – in certain moments, certain days or in certain conversations.

Choosing the values of the company is to say – “I believe strongly that these will demonstrate the most important behaviors to us as a culture.” It is making a commitment to the kind of company you wish to be. We can assume the ones we don't chose are inherent in professional environments. For example – just because we don't say integrity – doesn't mean that we are ok with a culture of lying people.

But if integrity is a value that is core to the heart of the team – and you feel like every day you want to wake up and think about the word integrity and how it lives in your life, teams and company – then that is a word that needs to be used in the Values conversation.

A good way to think about this is – if you woke up everyday and had certain words or phrases posted in your shower, as a reminder about the most important things to you in life – in terms of values – what would those be?

**Where do you notice there is a lack of alignment, friction or tension in the culture that certain values need to be carried and maintained consistently and ongoing to create the culture we want here?**

## Individual and Leadership Development Plans

When a CEO asks us to perform a Cultural Assessment prior to launching our neuroscience-based leadership programs, I am always curious to learn what the #1 individual motivator is. More often than not it's Individual Development Plans (IDPs)—and the lack of them is super problematic. Think about it.

Each team member across your company should know their next two possible evolutions (promotions imply a raise/title change, which may not occur)—whether they are up, across or within. The “within” evolutions are when their current role takes on significant new responsibility or acquires a new skill set. Think of a customer service rep who has now been trained in up-selling, down-selling, and cross-selling, and thus can now receive performance bonuses when their new skills are demonstrated. IDPs can be planned with a 1-3 year time horizon. What's essential is that they are monitored, and the individual's development is actually happening.

### Components of an Individual Development Plan

#### Professional Development Portion:

- 2 or more possible career evolutions that can occur in the coming 1-3 years
  - Job skills that need to be gained for each
  - Leadership skills that need to be gained for each
- A timeline for acquiring these skills
- A plan, budget, leadership commitment to support the plan
- Next steps and monthly or quarterly check-in on plan progress
- Agreement that the plan will be driven by the individual, not by their leader

#### Personal Development Portion:

- Personal growth that the individual wishes to undertake (weight loss, fitness goals, learning new language, stop smoking, etc)
- Mapping of how this personal growth will benefit the company
- A timeline for acquiring these skills/creating this growth
- A plan, budget, leadership commitment to support the plan
- Next steps and monthly or quarterly check-in on plan progress
- Agreement that the plan will be driven by the individual, not by their leader

If the individual is in a leadership role or will be in the next year so, consider a Leadership Development Program. This is where you cultivate emerging leaders, bright stars that have Vice President-plus potential. A six month training and one-on-one coaching intensive is the best way to structure an LDP. Your next generation of leadership will come from the people who graduate from this program, and

everyone who participates needs to “pay it forward” by mentoring a person in your company on enhancing their own leadership. Please contact us via [www.ChristineComaford.com](http://www.ChristineComaford.com) or 415 320 6580 for more details on the Leadership Development Program we offer.

Lean Training is one more component of developing individuals and emerging leaders. We find there are four short and sweet trainings (2.5 hours each) every member on your team must receive:

- **Accountability, Communication, Execution Training:** *Learn how to set and use a more effective measure of performance: Needle Movers. New structures include Weekly Reporting, Accountability Partners, Meeting and Communication Rhythms to optimize. Results: Even the most accountability and communication-challenged teams thrive after this training! Increase team engagement and performance, and CEO visibility to support better-informed decisions.*
- **Neuroscience of Compelling Leadership Training:** *Lead with greater results using the Leadership Effectiveness Pyramid and the latest neuroscience techniques. Results: Leaders are respected more, followed more, loved more and more present, accountable, clear communicators, more influential and powerful, and creators of sustainable win-win cultures.*
- **Problem to Outcome Training:** *Shift from a problem-focused culture to outcome-orientation by understanding your primary orientation and how to flip it. Results: When applied these tools encourage internal motivation from team members, high accountability and increase team members self ownership of key initiatives. Cultures shift from seeing the problems to actively creating the outcomes they desire.*
- **Influencing Outcomes, Increasing Connection – Rapport and Meta Programs Training:** *Influence clients, team members, prospects, board members, people in general by learning how to join their frame of reference. Results: Greater impact of and receptivity to your communication. More productive & accurate team communication, deeper trust, better listening. The net-net is stronger relationships with key stakeholders.*

Don't assume just because someone works in the warehouse they don't need training on smart skills (those listed above). Au contraire! One of our clients had a warehouse worker named Marv. He took our Neuroscience of Leadership training and one month later had optimized warehouse efficiency and reduced costs by over \$300,000 *per month*. Needless to say Marv has been promoted.

## Presence Process

Start each meeting with the following Presence Process to foster safety, belonging, mattering:

“Stand up tall and feel your feet on the floor. Feel your full height, stretching from the bottom of your feet to the top of your head. Feel your energy and solidity. Feel your dignity. Feel how present you are, right here and now.”

“Next feel your full width, the width of your feet, legs, torso, arms, chest, head. Feel the amount of space you occupy on the planet. You’re supposed to be here. We’re all so glad you’re here with us.”

“Next feel your depth, feel from the front of your torso through the back of it. Feel where you are. Feel your purpose in life. Feel your commitment to yourself, your loved ones, your colleagues. Feel the difference you are making in the lives of the people you interact with.”

“Thanks for being present with us all today. Your being here matters. (Look at each person for a second to establish connection). Ok, let’s start the meeting.”

*Thanks to the Hoffman Institute for the basic outline of this process. Modifications made by CCA.*