



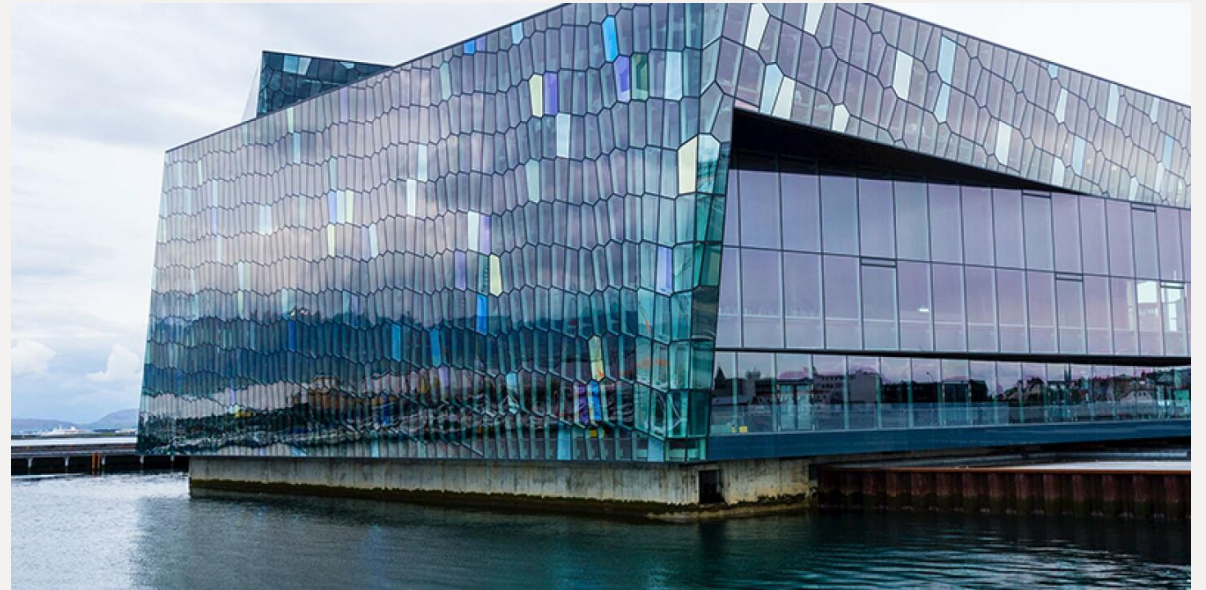
THE CHALLENGE //

Flourishing in a changing world

Dr. Alan Watkins

Reykjavik, 21 Sept 2023

Complete



A photograph of a snowy forest path that splits into two directions. The path is covered in snow and leads through a dense forest of trees. The scene is dimly lit, suggesting a winter day. The text is overlaid on the lower half of the image.

We stand at a crossroads.

The two paths ahead could lead to very *different outcomes*. Which future awaits us is down to *leadership*.



The accelerating *pace of change*

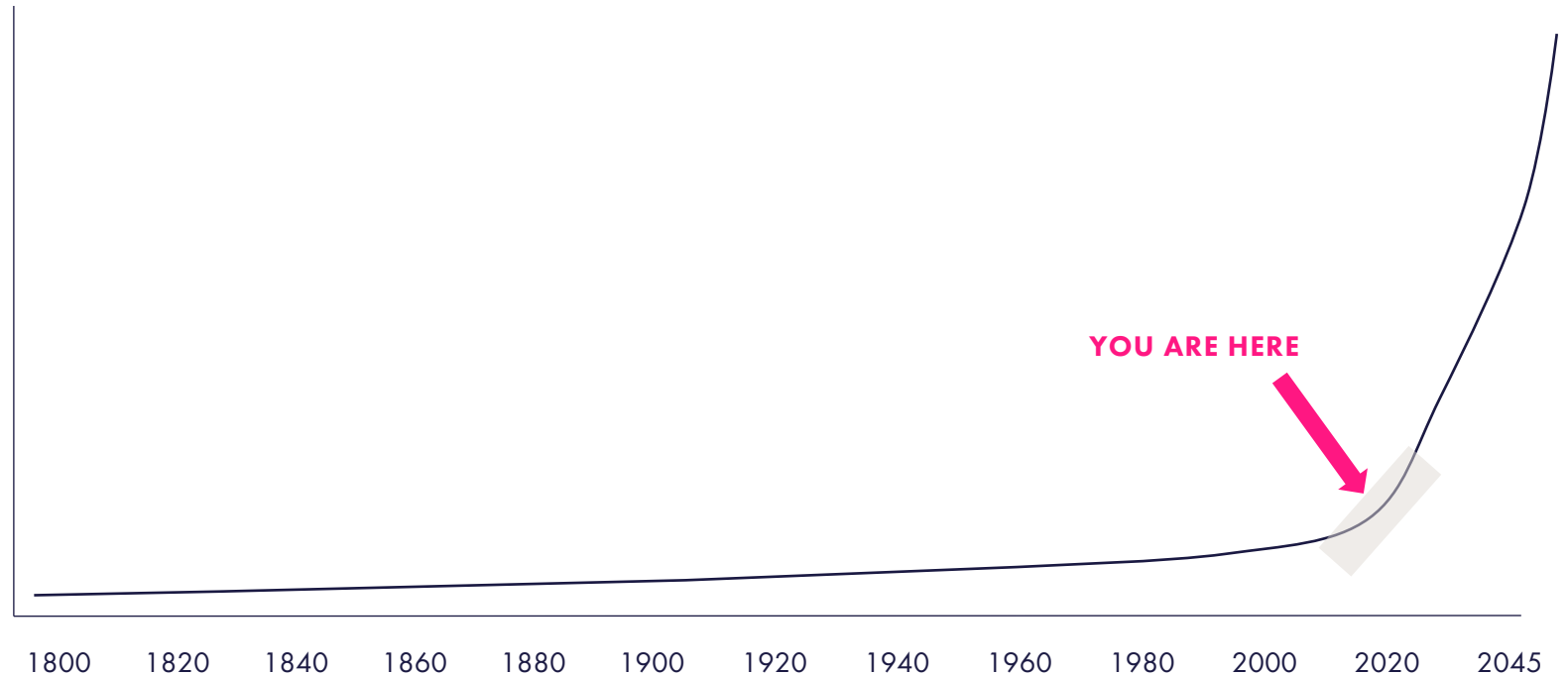
Digital disruption, knowledge doubling, AI and roboticization mean the future will be very different.

The world is speeding up at an incredible pace. Knowledge is now doubling every 12 hours compared to 12 months in 1980 or every 25 years in 1945, or every 100 years in 1900.

We are at an inflection point in human history the decisions we take in the next 10-15 years will determine the next 500 years. Mathematically if you log an exponential curve you convert it into a straight line. Futurologist Ray Kurzweil has presented compelling evidence to show that the exponential curve of change we are experiencing now, when logged, does not become a straight line but remains exponential. This has never happened before since the birth of the planet.

Kurzweil suggest we are living through a "rupture in the fabric of human history".

Exciting and scary in equally measure this change presents us with immense opportunity and will require us to develop change competence if we wish to continue to succeed.



Wicked problems

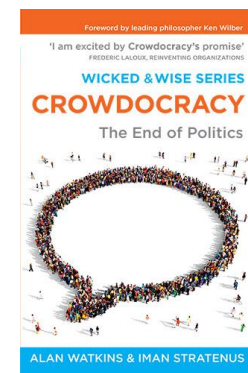
How to solve the world's toughest problems.

Although the world is going through exponential change there are some issues that never seem to change. These are called wicked problems. Not in the sense of being evil but because they are endemic and intractable. Modern society has created many such issues. For example:

1. Politics (democracy past its sell by date; the corrupting lobby)
2. Climate change (extinction rebellion)
3. Food safety, security & waste (2bn starving; 2 billion obese)
4. Affordable healthcare (12% GDP – pharma is big business)
5. Criminal justice (US 5% global popn. & 25% prison popn. slavery)
6. Capitalism (obscene inequality & past its sell by date, oligarchy)
7. Gender, Race & Disability Discrimination (LGBTQ, BLM, Me Too)
8. Poverty (60% Mexico; US 2 pay checks away from ruin, 12% US)
9. Education (260M uneducated; 56% don't reach min proficiency)
10. Immigration (71M refugees 50% under 18 yrs)
11. Energy (our addiction to fossil fuels)
12. Truth & Power (is deceit the new currency of the powerful?)

These problems can be solved. There are ways forward and we are not helpless in the face of overwhelming odds. But in order to resolve the many wicked issues we have created we need wise answers. And that requires us to understand the six specific qualities that characterise all wicked issues. They are:

1. Multi-Dimensional
2. Multiple Causes
3. Multiple Symptoms
4. Multiple Stakeholders
5. Multiple Solutions
6. Constantly Evolving





Exceptional leadership is 4-dimensional

We help individuals, teams and organisations become brilliant in all four quadrants.

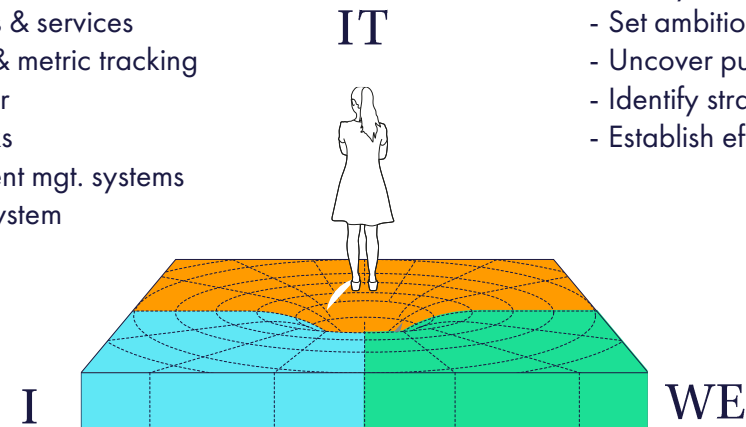
The best leaders in the world realise that there are four main areas that they need to address in order to deliver outstanding results. Unfortunately most leaders spend 80-95% of their time focused solely on commercial performance in the top left hand quadrant and do not build a system around themselves that frees themselves up of the tyranny of the day to day tasks. They never make the transition from “manager” (top left) to “leader” (all four quadrants). Our approach is to help individuals, teams and organisations to become brilliant in all four quadrants.

COMMERCIAL PERFORMANCE

- Drive revenue profit and EBITDA
- Develop offer, products & services
- Build scorecards, KPIs & metric tracking
- Create competitor radar
- Control operational risks
- Run performance & talent mgt. systems
- Manage the business system

MARKET LEADERSHIP

- Clarify vision
- Set ambition
- Uncover purpose
- Identify strategic choices
- Establish effective governance



PERSONAL PERFORMANCE

- Quality thinking
- Boundless energy
- Resilience and well-being
- Desire to improve leadership maturity and capability

PEOPLE LEADERSHIP

- Drive culture transformation
- Develop company values
- Build leadership teams
- Strengthen relationships with stakeholders



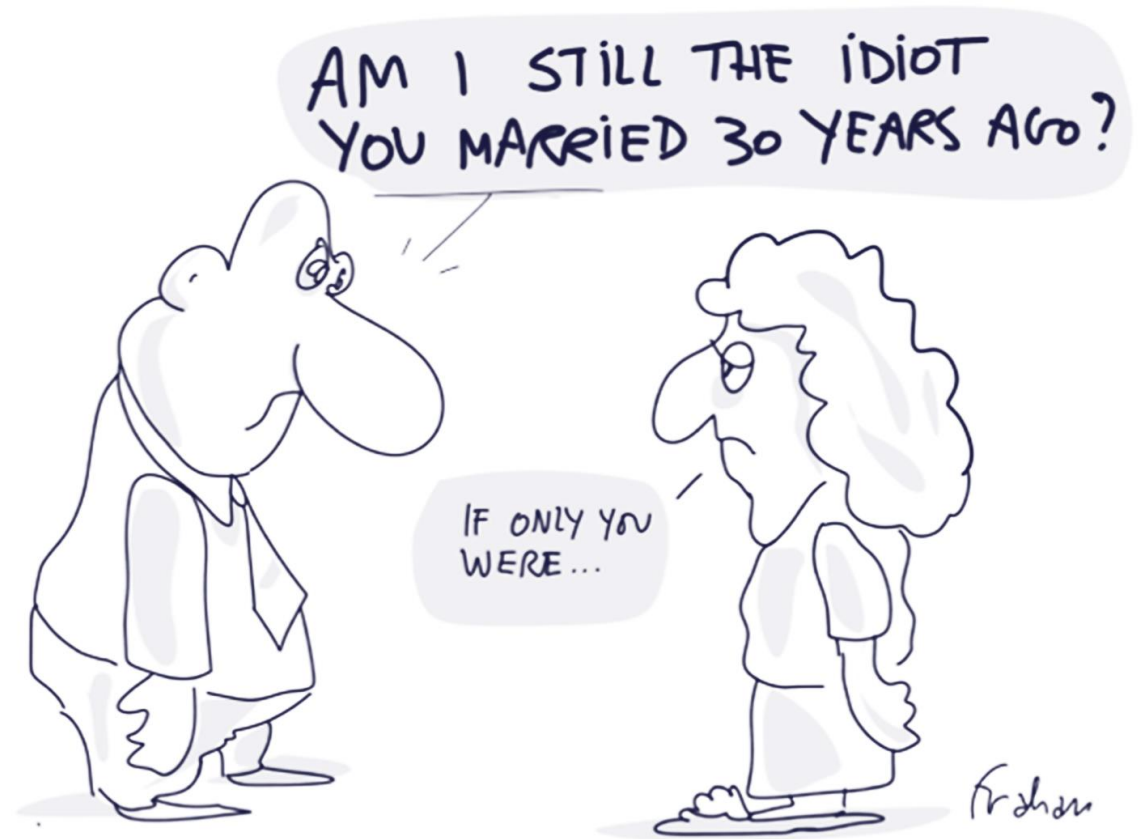
“You are not the man I married”

Development not lack of development should be the badge of honour.

Many leaders take pride in how little they have developed. Some, when they meet a new team they are leading, will even describe how they have always led in a certain way. They seem to believe that a lack of change in them is a good thing.

One of the proudest days of my life (AW) was the day my wife told me “you’re not the man I married”. I should hope so because when she married me, nearly thirty years ago, I was an idiot. Hopefully I have matured a bit since then.

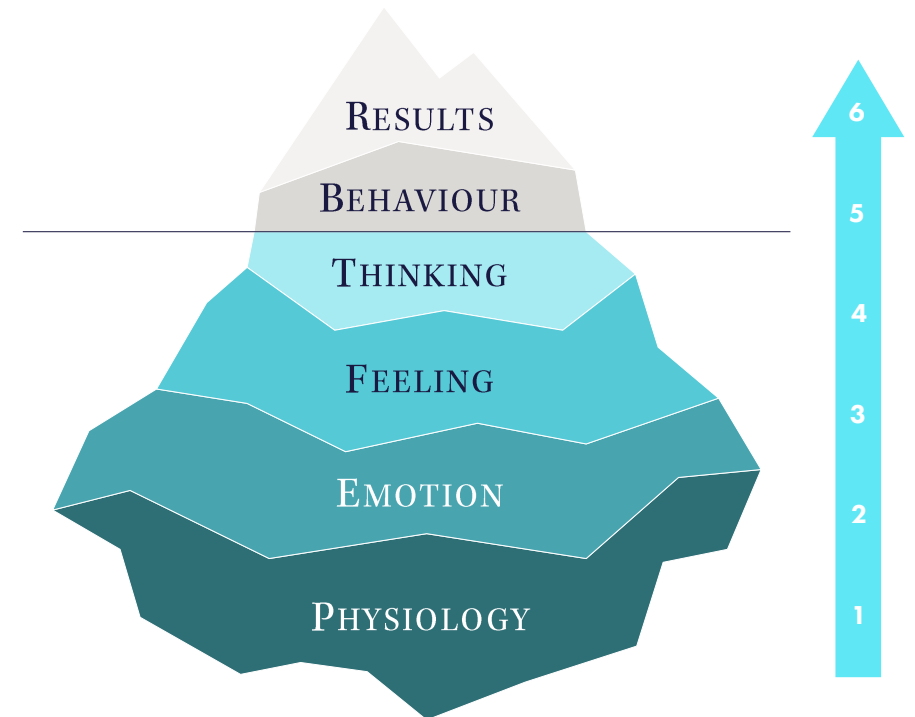
That is also my wish for everyone, that as the world becomes faster and faster with exponential changes, we become exponential in our ability to change. If we are not to be overwhelmed by change, we have to know how the human system works and start to work with our physiology.





Personal performance: *how it all fits together*

RESULTS	To achieve consistent results we must look much deeper than just the behaviour. It is possible to force people to behave in a certain way but such behaviour will never deliver a sustainable result if we don't understand how the deeper levels work.
BEHAVIOUR	Being brilliant on the inside counts for nothing if it does not drive the right behaviour. Even with the right behaviour a poor network will impair commercial impact.
THINKING	Clear thinking is needed for strategic planning, market analysis and effective decision making. Mismanaged emotions can disrupt the quality and content of your thoughts.
FEELINGS	Values and beliefs are both combinations of thoughts and feelings. A thought that is emotionally charged is a strong belief. A feeling that is well defined is a value. Deeply held thoughts and feelings ultimately drive behaviour
EMOTIONS	Mismanaged emotions can derail thinking and impair relationship with customers and colleagues. Well managed emotions properly harnessed are the source of your motivation.
ENERGY	Performance ultimately depends on energy not time. How much of it do you actually have and what is the quality of that energy, coherent or chaos?

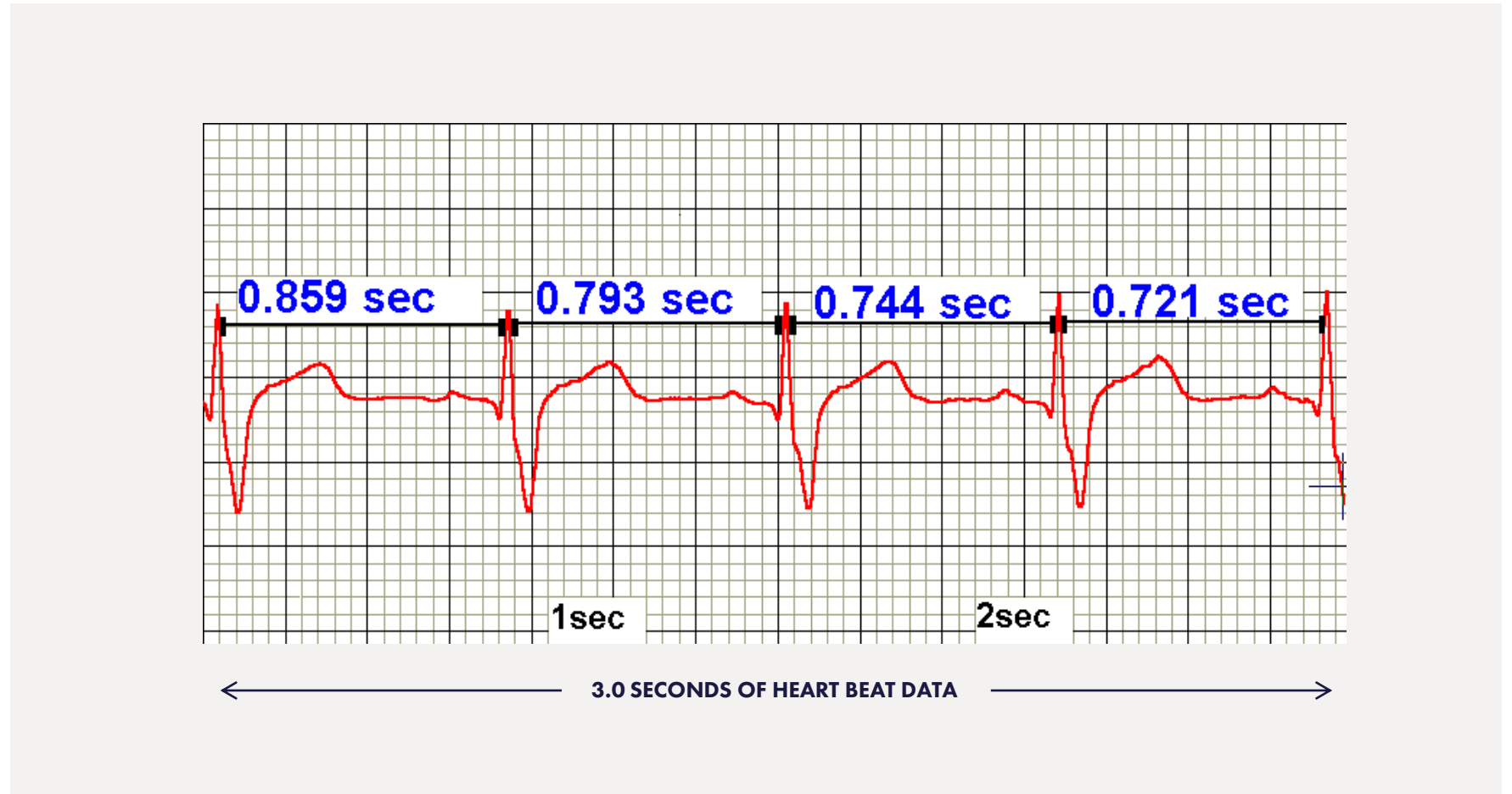




Heart Rate Variability (HRV)

Some bodily signals are more important than others.

When there are so many physiological data streams where do you start if you want to change things? Fortunately, some signals are more important than others. Of all the physiological signals the variation in the speed of the heartbeat is critical. This “heart rate variability” (HRV) describes the distance between each heartbeat, which varies with every single beat, i.e. It is never the same distance twice (see right).





Heart Rate Variability

Heart rate variability is important in organisations for three vital reasons.

There are about 30,000 papers in the scientific literature looking at the health implications of HRV. This research has clearly shown HRV to be a good predictor of mortality and morbidity, including psychiatric morbidity.

HRV can also be used to quantify energy levels and can determine the ability to respond to a threat. Health risk and energy levels are all related to the amount of HRV an individual has. The rule of thumb is that lots of variability (e.g. the heart rate varies between 60 and 90 bpm) is healthy and little HRV (e.g. the heart rate varying between 60 and 65 bpm) indicates health risk and low energy.

In addition to the amount of HRV the *pattern* of the HRV signal is important. This latter aspect influences brain function, the ability to think clearly and the ability to perform under pressure.

In addition to the health and performance benefits of HRV it also has implications for identity. It can also be used to guide emotional regulation and development of self.

Heart Rate Variability is important because:

1. HEALTH

- it can predict risk of major illness and ill health
- it can be used to track deterioration or recovery

2. ENERGY

- energy is vital to performance, dynamism & the ability to respond to a threat
- the energy we bring can change the energy others bring too

3. THINKING

- a chaotic HRV signal impairs our ability to think clearly
- a coherent HRV signal can improve innovation, decision making & sense of self



Physiology (HRV) affects brain function

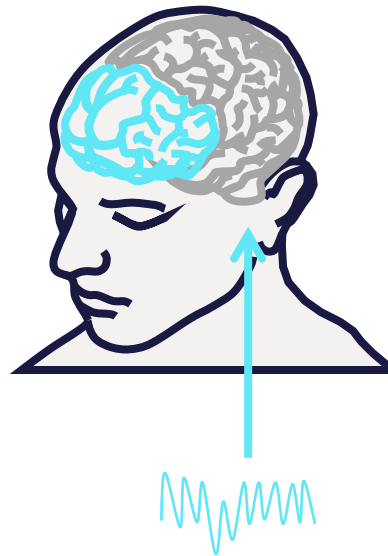
Signals from the heart input the brain to affect its functioning through a process called cortical inhibition.

Most of the time the signal from the heart to the brain is relatively erratic. This results in sub-optimal brain function. When the signal is more coherent (a sine wave) then the individual often generates much smarter thinking, is more perceptive, better at problem solving and making decisions. In most meetings small threats, which may just be to your point of view, or your status in the team can cause the physiology to become chaotic, and a "DIY Lobotomy" occurs. Often such a lobotomy goes unnoticed by the individual (they don't notice because their brain has shut down). Under such circumstances the individual may start to argue, miss the point, disappear down 'rabbit hole'. Individuals who have had a DIY lobotomy may cut each other off and behave in a way that erodes team performance rather than facilitating the team. They may even end up making all sorts of unhelpful suggestions or poor choices.

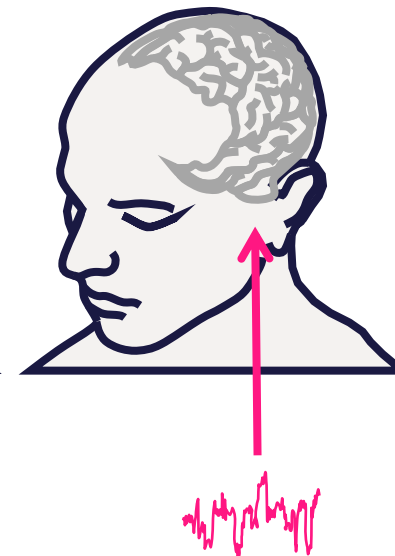
A *coherent* signal from the heart:

- Enhances clarity
- Enhances creativity & innovation
- Enhances reaction speed
- Enhances thinking
- Emotionally stable, response-able
- Improved quality of decisions
- Better health choices
- Greater resilience

SMART THINKING



DIY LOBOTOMY



A *chaotic* signal from the heart:

- Impairs perceptual awareness
- Reduces mental clarity
- Reduces creativity & innovation
- Impairs problem solving
- Poorer decisions, poorer health choices
- More reactive
- Emotionally labile
- Low resilience



Controlling the *breath*

It is possible to control 12 different aspects of your breath, each has a different effect on your physiology.

It is possible to control 12 separate parameters in the breath. Some parameters are more important than others. Many practitioners of breathing techniques don't necessarily understand the physiological impact of the techniques they are teaching.

The most important parameter to control first is the rhythm of the breath. This means a fixed ratio of the "in" breath to the "out" breath. What the exact ratio is, whether 4s:6s or 5s:5s, is less important than the fact that it is fixed.

Having fixed the ratio the next key thing is the smoothness of the breath and then the location of your attention while you are breathing (we suggest you imagine you are breathing through your heart not your abdomen).

-
- | | |
|---------------------------------------|-------------------------------------|
| 1. Rhythmicity (fixed ratio in:out) | changes HRV signal & brain function |
| 2. Smoothness (fixed volume/sec flow) | changes HRV signal & brain function |
| 3. Location of attention | can trigger positive emotion |
-
- | | |
|--|--|
| 4. Speed (rate of breathing) | alters arousal/adrenaline levels |
| 5. Pattern/Ratio (of in to out breath) | affects CO ₂ & vascular tone |
| 6. Volume (of air in single breadth) | affects CO ₂ & vascular tone |
| 7. Entrainment (with other systems) | drives system synchronisation |
| 8. Depth (part of lung used) | impacts oxygenation |
| 9. Resistance (nose & mouth) | alters humidification & has antibacterial effect |
| 10. Flow Patterns (around body) | helps regulate attention control |
| 11. Special Techniques | e.g. vipassana, buteyko, hofman, holotrophic etc |
| 12. Mechanics (accessory muscles) | alters energy expenditure |



The *BREATHE* Skill

Controlling your breath in a specific way will stabilise your emotional state.

In order to generate coherence and switch you brain back on, even under difficult circumstances, it is necessary to use the BREATHE skill. BREATHE is an acronym for the key steps you need to take.

You don't need any additional time to practice this skill – you are practising some sort of breathing patterns every second of every day. The important thing is to become conscious, more often, of your breathing pattern and start to practise it all of the time. It's extremely useful in meetings to practise this skill when listening to others to help you really understand what they mean and align the different perspectives in the room.

Getting your biology under control using the BREATHE skill is the first step in becoming more resilient

B

BREATHE

R

RHYTHMICALLY

E

EVENLY

A

AND

T

THROUGH the

H

HEART

E

EVERYDAY





Hierarchy of practice of the *BREATHE Skill*

It is possible to develop control of your breath even under the most pressurised situations.

If you try to use the BREATHE skill under difficult circumstances you will fail, not because the technique does not work but because you need to practice first before you try to do it under pressure. In fact there is a hierarchy of practice. With just a small amount of practice it is possible to keep you breathing under control even under the most high pressurised situations. This can significantly increase your confidence knowing that you can control your own physiology in the Olympic final or the shareholder AGM presentation or with a difficult client.

-
10. Open conflict
 9. Someone is really annoying you
 8. Someone is annoying you
 7. Someone is niggling you
 6. You are talking back
 5. You are listening
 4. Someone talking to you
 3. In company Eyes Open
 2. Alone Eyes Open
 1. Alone Eyes Closed



Lunch



Emotional self-regulation is a game changer

It moves you from reacting like a victim to what happens to becoming 'response-able'.

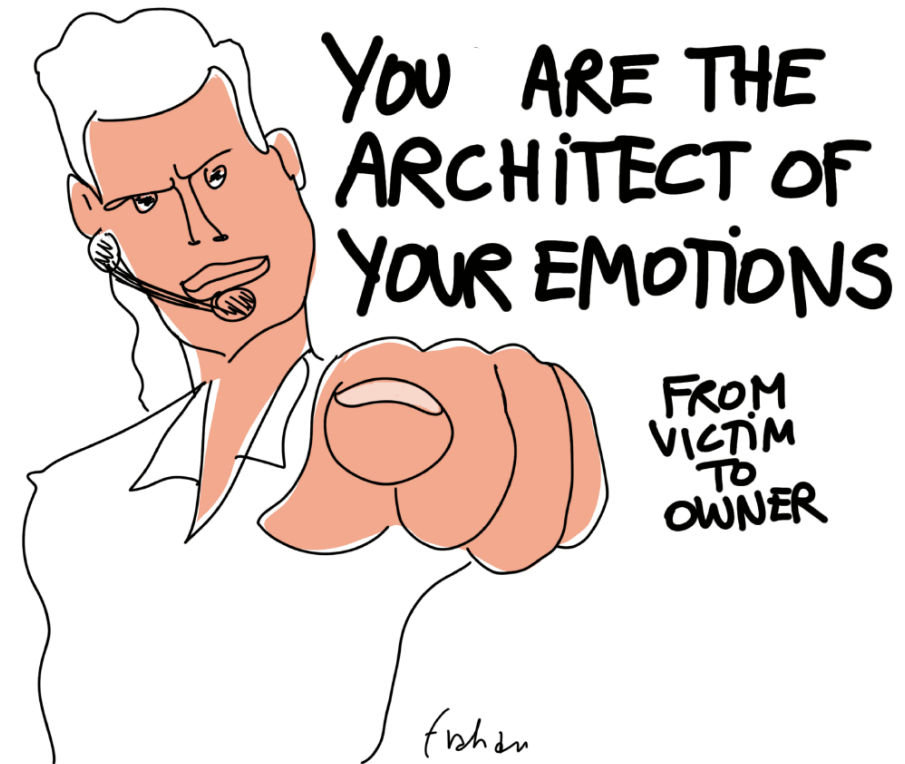
On the journey of personal development, from lack of awareness to enlightenment, there are thousands of lessons to learn and implement in your life. But perhaps the most important of all of them is the realisation that "you are the architect of your own emotions".

No-one is making you feel anything, although most people go through life mistakenly believing that others are "making me feel bad". Whether those others are their boss, their colleagues, the customers, their spouse, their kids, the government or someone else.

At some point we need to break free of this 'victimhood' stance. If you blame others for how you feel then you disempower yourself because it naturally follows that those 'others' are responsible for making you feel better.

However, if you accept the simple truth that you create your own biology and e-motion in response to others then it becomes you who are the real 'owner' on your internal state. Then the task becomes developing the ability to control your response to the behaviours of others.

In short we must all learn to become 'response-able', i.e. able to control our response to others. This means cultivating emotional and social intelligence (of which there are twelve levels).





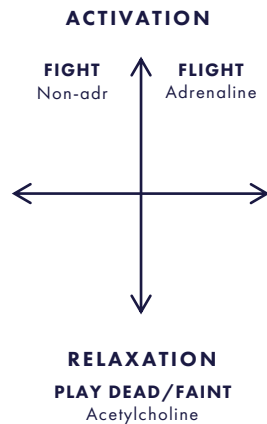
Changing *how you feel*

Control of the breath stabilises the physiology, the step change is gaining control of the emotional state.

We believe that taking control of your own emotional state is the single most important step on the entire journey from ignorance to enlightenment. Most people have virtually no control over the own emotion. Mainly because no-one has ever taught them how to do this. Remember control doesn't mean repression or denial and also does not mean sharing or venting. It means the ability to change how you feel. If you can master your own emotions and change how you feel it can give you much better control over your ability to think.



**POSITIVE
EMOTION
DHEA**



**NEGATIVE
EMOTION
CORTISOL**





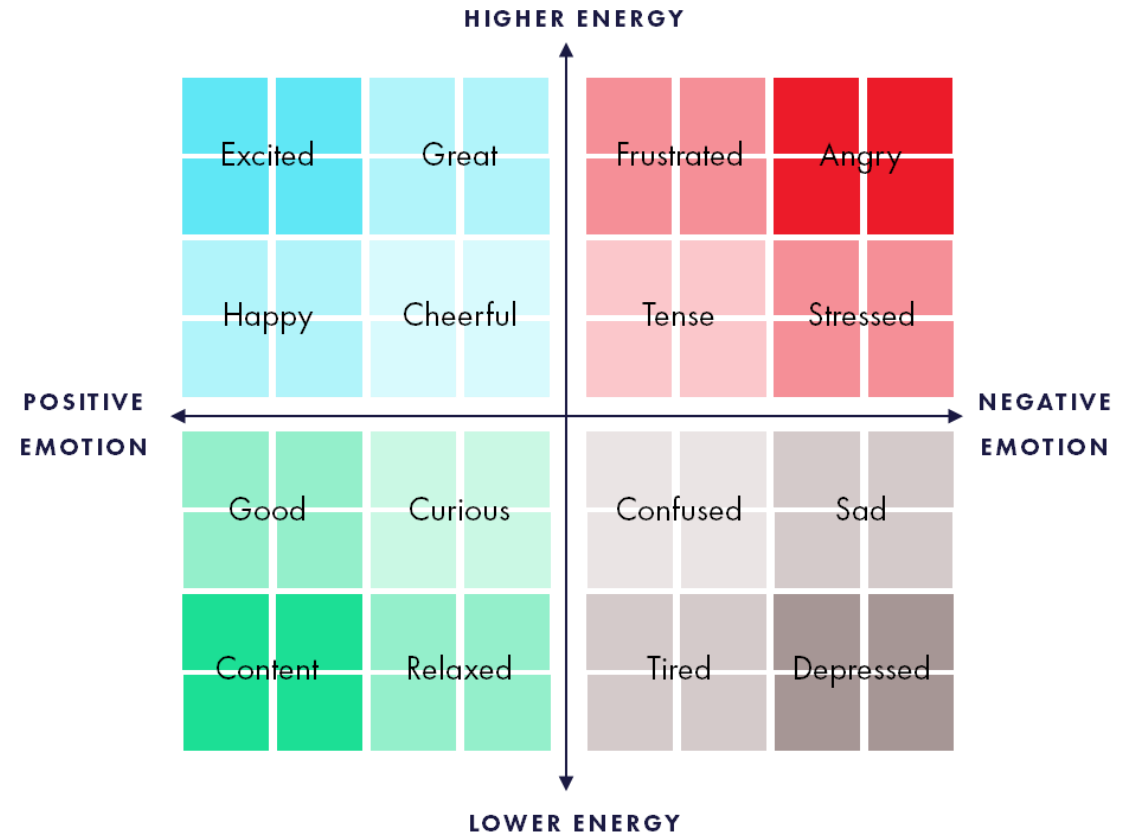
What emotional 'planet' are you on?

Most people recognise less than twelve emotions when really there are 34,000.

In developing the ability to control how you feel the first step is to know which emotion or 'emotional planet' you are on. If you don't know which planet you are on then you are lost.

Most people are only familiar with about a dozen emotions when it's possible to differentiate 34,000 different emotions. Emotions can be organised according to their energy profile. The higher energy emotions are associated with faster heart rates and higher levels of adrenaline. The lower energy emotions are associated with lower heart rates and more acetyl choline. They can also be differentiated by whether they are positive or negative. Positive emotions are under pinned by anabolic hormones such as DHEA. In contrast, negative emotional states are under pinned by catabolic hormones such as cortisol – the body's main stress hormone.

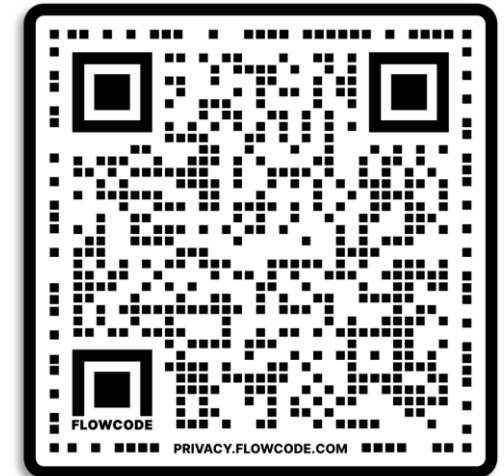
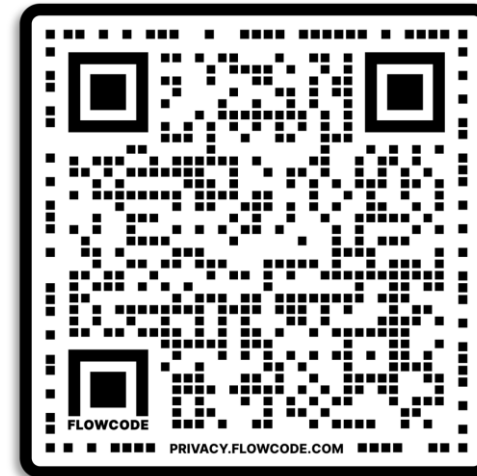
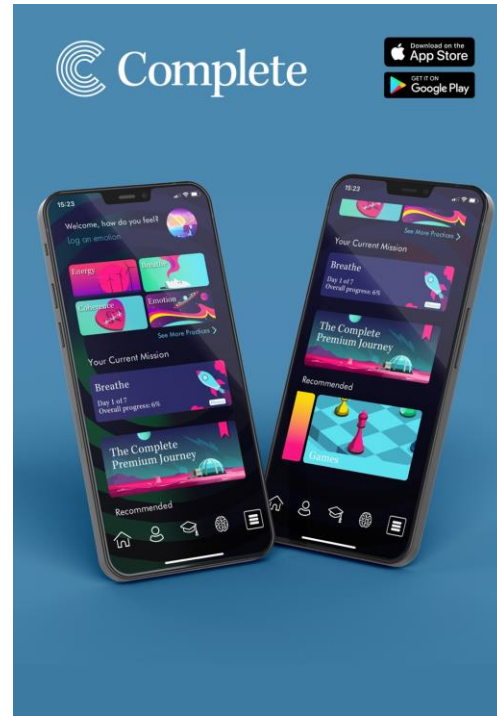
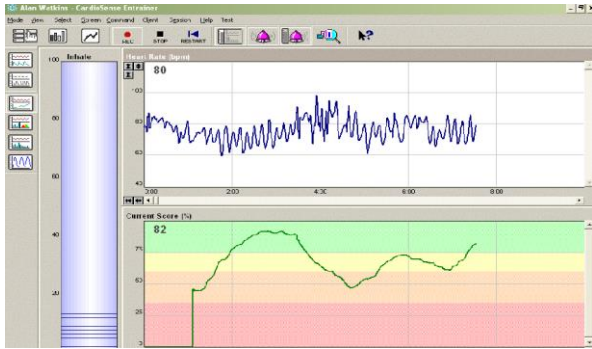
Once you have developed your emotional literacy it is crucial to develop navigational control so you change how you feel. Fortunately, people change how they feel all the time. For example, when our favourite music comes on the radio we become more cheerful, when we hear bad news we feel sad. But we don't change how we feel on demand. Emotional wellbeing requires us to develop the ability to change how we feel whenever we want. We need to develop the ability to move from the right hand side of the Universe to the left hand side. This can happen through the practice of rhythmic even breathing followed by emotional shifting. Living on the left hand side enables higher levels of performance and better health.





The Complete App

<https://complete-app.com/>





To step change performance we must become change competent

The leader's journey involves 12 steps and four phases.

There are 12 steps and four phases to your journey of development. The journey starts with you being in your comfort zone not yet realising there is a developmental journey ahead until something happens to challenge your reality and take you out of your comfort zone. **Without you moving out of your comfort zone there is no development!** Each step has specific challenges and obstacles to overcome. Development doesn't really start until phase 3 and there are six steps prior to this. So if coaching is not delivering results you make need to retrace your steps to identify whether there was insufficient commitment to change; or there may still be significant resistance which has not yet subsided.





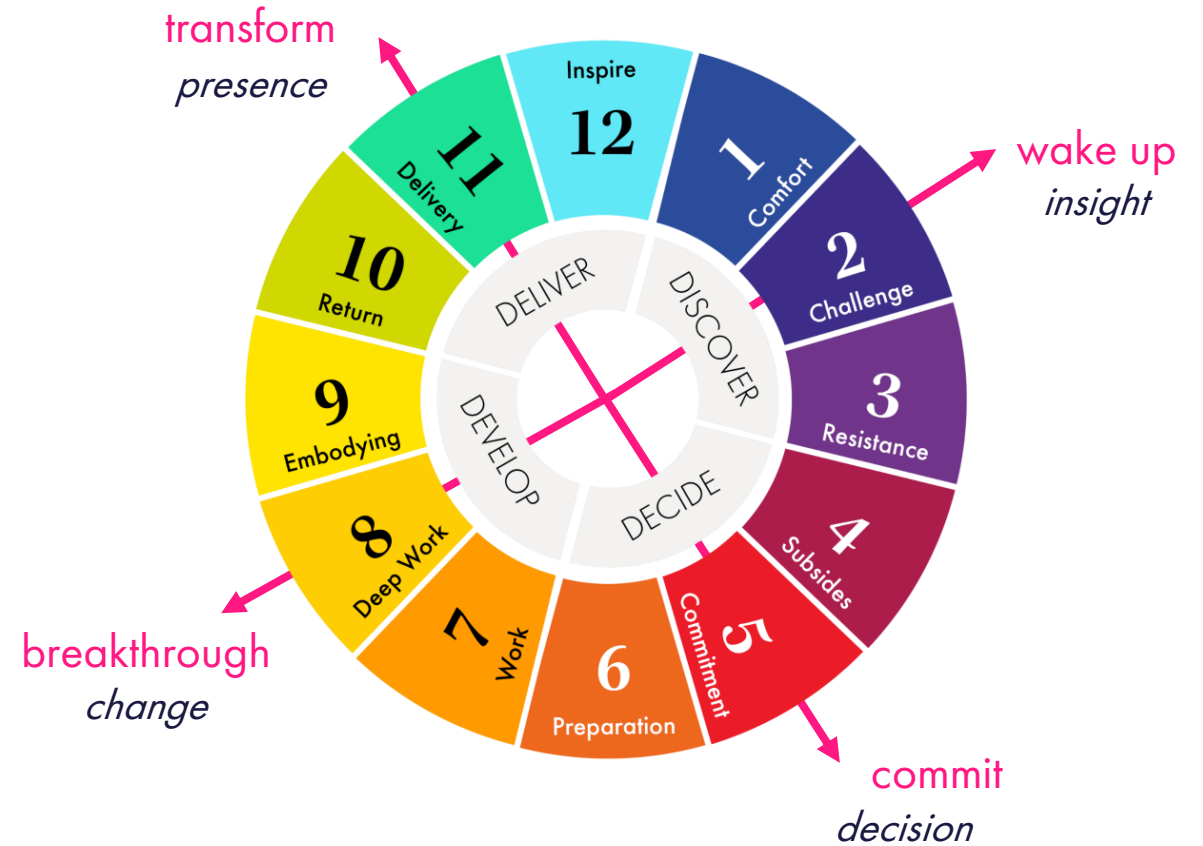
Four stages and four turning points

The geometry of change.

There are four critical points on the leader’s journey of change. During phase 1 a leader needs to “wake up” and realise there is a need to change. For most people this is a painful process simply because they have yet to develop the ability to change without a painful jolt. Most people need to experience some sort of discomfort to make them change. Ultimately, it’s possible to change and learn from other people’s mistakes but this ability usually take people some time to develop.

In phase 2 of the change wheel there is a moment of truth where the individual has to completely commit to the process of change. If there’s insufficient commitment then change never really happens. In this case the individual engages in a whole manner of rationalisations and justifications for not changing. Or worse still they claim there has been change when

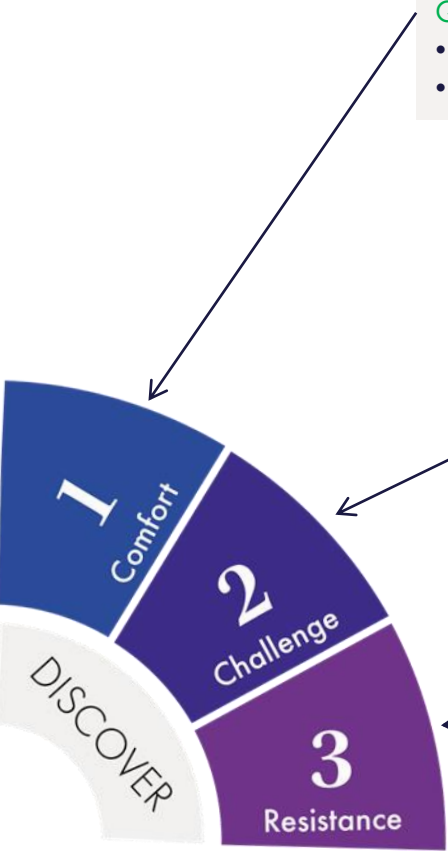
there hasn’t. All they’re doing is gaming the change. It’s not until phase 3 that a real breakthrough occur as a result of doing the work and growing up. A breakthrough requires us to ‘break’ something in order to go ‘through’ to the next level. This can be a break with the past or a break of the old version of ourselves. In phase 4 genuine transformation can be delivered. This requires a journey back to the world in which we work – the ‘trans’ bit and the deliver of a new ‘form’ of ourselves or a process or a relationship. Each key moment sits is alignment. If we never wake up there is never a breakthrough. And if we never commit there is never a transformation.





The phase of 'Discovery' – key questions

The phase of 'waking up' as data moves us out of our comfort zone, but we resist real change.



1. COMFORT IN KNOWN WORLD // How do I know I am at step 1?

- Everything seems fine right now, conditions are stable and there is no awareness or need for change

Questions you should ask yourself if you want to progress to step 2:

- Am I missing something? Am I really open to ideas? Is there something that people aren't telling me?
- Am I stuck in a rut thinking I am right and others are wrong? Am I actually open to change?

2. CHALLENGE TO YOUR VIEW OF REALITY // How do I know I am at step 2?

- I am in pain or out of my comfort zone. Something is not right but I don't know what it is
- Someone has said something (or provided data) that has shaken me
- I am suffering mental health issues, exhaustion, disillusionment, distraction, drinking too much

Questions you should ask yourself if you want to progress to step 3:

- What does this really mean? What else could it mean? Do I understand what is really going on here?
- Am I blinded by the pain or discomfort? Am I missing the message? Am I stuck in my pain?
- Am I holding onto the past? Am I in victimhood blaming everyone else for my woes?

3. RESISTING CHANGE // How do I know I am at step 3?

- I am fighting to maintain the status quo
- I am trying to return to what is familiar or comfortable, resisting change
- I think I don't need help or guidance. I operate with an "I'm alright ,mentality"

Questions you should ask yourself if you want to progress to step 4:

- What am I scared of? What is my fear? What is stopping me getting out of my pain?
- Am I holding onto the past? Am I struggling to let go? Am I rejecting offer to help?



The phase of 'Decision' – key questions

The phase of 'owning up' as we overcome our resistance and commit to real change.



4. OVERCOMING RESISTANCE // How do I know I am at step 4?

- I am working hard but not getting very far, something is still holding me back
- I realise that things are moving just very slowly, I am impatient

Questions you should ask yourself if you want to progress to step 5:

- What will help me move faster? How well have I really let go?
- Do I really want to change? What is still holding me back?
- Am I really listening to my guide or coach? Am I really curious enough?

5. CROSSING THE THRESHOLD // How do I know I am at step 5?

- I realise I am at a point of no return, a threshold of some sort. It's a 'moment of truth'
- I need to commit or go back. I must make a decision one way or another

Questions you should ask yourself if you want to progress to step 6:

- Am I ready to change? Do I want to change? Do I want to discover how far I can go?
- Has the frustration reached a point where I am prepared to do whatever it takes to really succeed?
- Do I really believe I can develop, heal, change my life or was I just kidding myself?
- Do I trust my guide and their stories of change?

6. PREPARING FOR THE JOURNEY OF DEVELOPMENT // How do I know I am at step 6?

- I realise I am ill-equipped for the journey ahead. I need more resources (people and tools)
- I don't yet have enough energy for what lies ahead. I need to prepare myself, literally and metaphorically

Questions you should ask yourself if you want to progress to step 7:

- Do I have what I need? Am I ready? Have I planned properly? Do I know what awaits me?
- Do I know what the timescales are and how to assess my progress? Can I see the milestone(s) ahead?
- Have I understood the rules of development?



The phase of 'Development' – key questions

The phase of 'growing up' as we do the work of changing ourselves, permanently.

9. EMBODYING THE CHANGE // How do I know I am at step 9?

- I realise I have changed - permanently, I experience the world and others differently
- I am not the person I was and that is a very good thing

Questions you should ask yourself if you want to progress to step 10:

- Am I ready to return? What do I tell people about what has happened to me?
- Do I know how to be in the world in this new way? Do I know what awaits me?
- Has the world that awaits changed? Am I still 'fit for purpose'? Do I need a new purpose?

8. DOING THE DEEPER WORK // How do I know I am at step 8?

- I sense there is something deeper that requires attention, I realise I may be the problem
- I have learnt a lot through the trials genuinely developed but the breakthrough eludes me
- I need to explore that which I don't want to look at - my shadow, my limiting patterns

Questions you should ask yourself if you want to progress to step 9:

- Is the change permanent? How do I make sure it is?
- How do I sustain the new me? How do I become a living example of what I now know?
- Do I understand how to interrupt my 'projections'? Do I know how I resolved my shadow?

7. TRIALS AND TRIBULATIONS // How do I know I am at step 7?

- The work has begun. I am in full scale experimentation. The work just got real.
- I am excited and in awe of what is now required – everything was leading up to this

Questions you should ask yourself if you want to progress to step 8:

- Has my development slowed? Have I stopped changing or making progress? Am I just rebadging change?
- Have I sorted most of the surface challenges I faced. Are things going a lot better? Am I moving faster?
- Do I understand how all the changes I have made fit together? Am I confident of my progress?
- Have I cleaned up my system and realise that there may be a couple more deeper issues to address?





The phase of 'Delivery' – key questions

Step 10 is about realising how much you have changed – and knowing it (conscious change competence).

12. INSPIRE OTHERS // How do I know I am at step 12?

- I realise how I show up now can inspire others to change, to start their journey, it is deeply satisfying
- My change also inspires me to repeat my cycle, this time on a higher level. This is what meaning feels like

Questions you should ask yourself if you want to progress to step 1:

- What next? Do I understand the new level I am operating at? Do I understand what lies beyond this ability to inspire?
- Have I drifted in the passivity of deep understanding of meaning? Do I know how to create new energy?
- Has the known world that awaits changed? Am I still 'fit for purpose'? Do I need a new purpose for a new cycle?

11. DELIVER AT A NEW LEVEL // How do I know I am at step 11?

- I can perform at a whole new level, I just know it and don't need to convince others
- I can achieve things that I simply wasn't capable of before - genuine breakthroughs

Questions you should ask yourself if you want to progress to step 12:

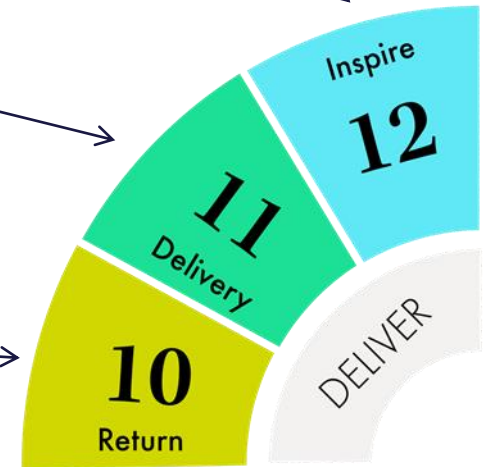
- How do I move from delivering at a new level to inspiring others to deliver at a new level?
- How do I bake my new insights into the system so it doesn't require me to be present for the system to change? How do I let my change be its own teaching?

10. RETURN TO THE WORLD // How do I know I am at step 10?

- I realise what I have been through can help others so...
- I am excited to share my insights and how I have changed
- I have completed the work in the world of development and I need to go back

Questions you should ask yourself if you want to progress to step 11:

- Am I ready to return? What do I tell people about what has happened to me?
- Do I know how to be in the world in this new way? Do I know what awaits me?
- Has the world I left changed? Can I still connect with those that need my help?





Break



The benefit of good leaders – it's not down to preferences or personality

All success is driven by the sophistication or maturity of the leaders making the decisions.



High performers deliver 48% improved performance over the average performers in highly complex jobs.

Hunter, Schmidt & Judiesch's research across 59,000 jobs

In a study of organisation change over **four years in 10 companies** and non-profits, the complexity of the mindset of the CEO and their senior executives was:

"The single largest cause of whether or not the organisation transformed"

Bill Torbert 2013

Good leaders create **3x more economic value** than poor leaders, and extraordinary leaders create significantly more economic value than all the rest.

Zenger & Folkman's study of 30,000 leaders

"Someone who is exceptional in their role is not just a little better than someone who is pretty good they are 100 times better."

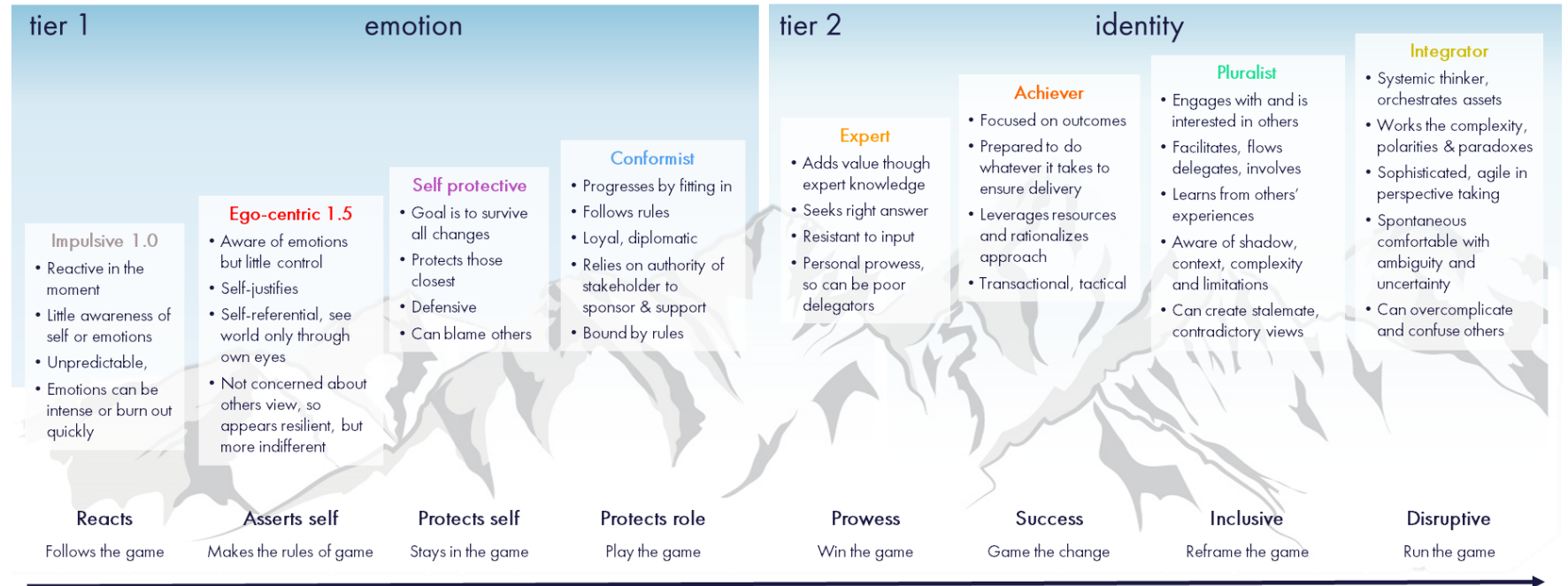
Mark Zuckerberg



The stages of human ego development – tier 1 and tier 2

There is a third tier but most leader never reach that level of development without proper coaching.

There are at least 12 stages of ego development that stretching across three tiers. Most leaders operate from the *Expert* level of development. Some leaders may be operating from the *Achiever* level and a few may have even made it to the *Pluralist* level of development. With each new level of development leaders are capable of handling greater levels of complexity and dealing with more diverse points of view and people. Those leaders at the expert level need to let go of their technical expertise if they want to achieve more. When stuck at the expert level many leaders identity is wrapped up in their expertise, so they say things like “I am an accountant” rather than “I was trained in accountancy”. Their expertise is who they have become.



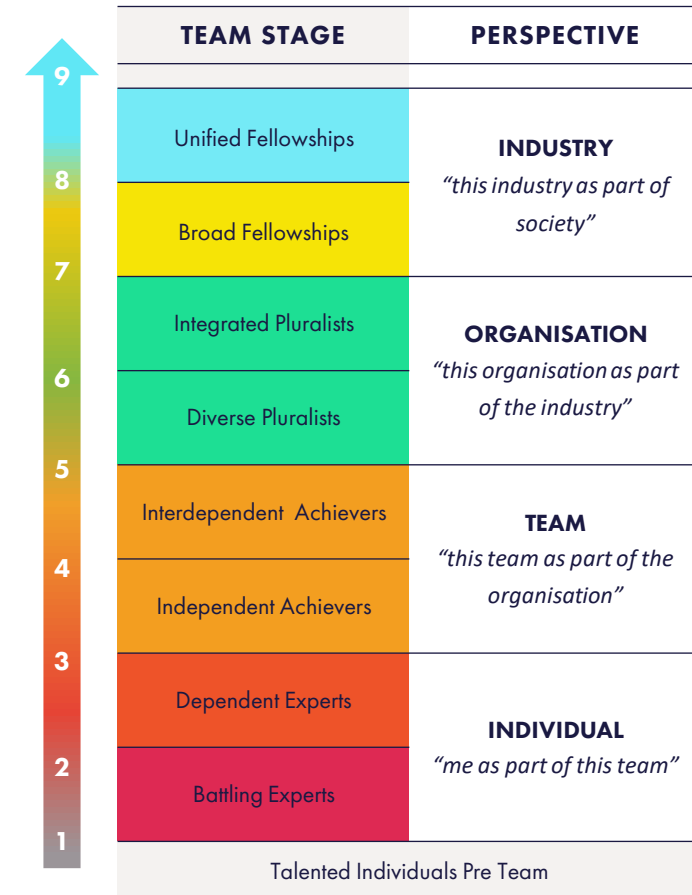
Based on the work of Alan Watkins, Ken Wilber, Susanne Cook-Grueter, William Torbert, Robert Kegan and Terri O’Fallon.



The nine stages of *team development*

The path to high performance requires expert guidance through the nine stages of development.

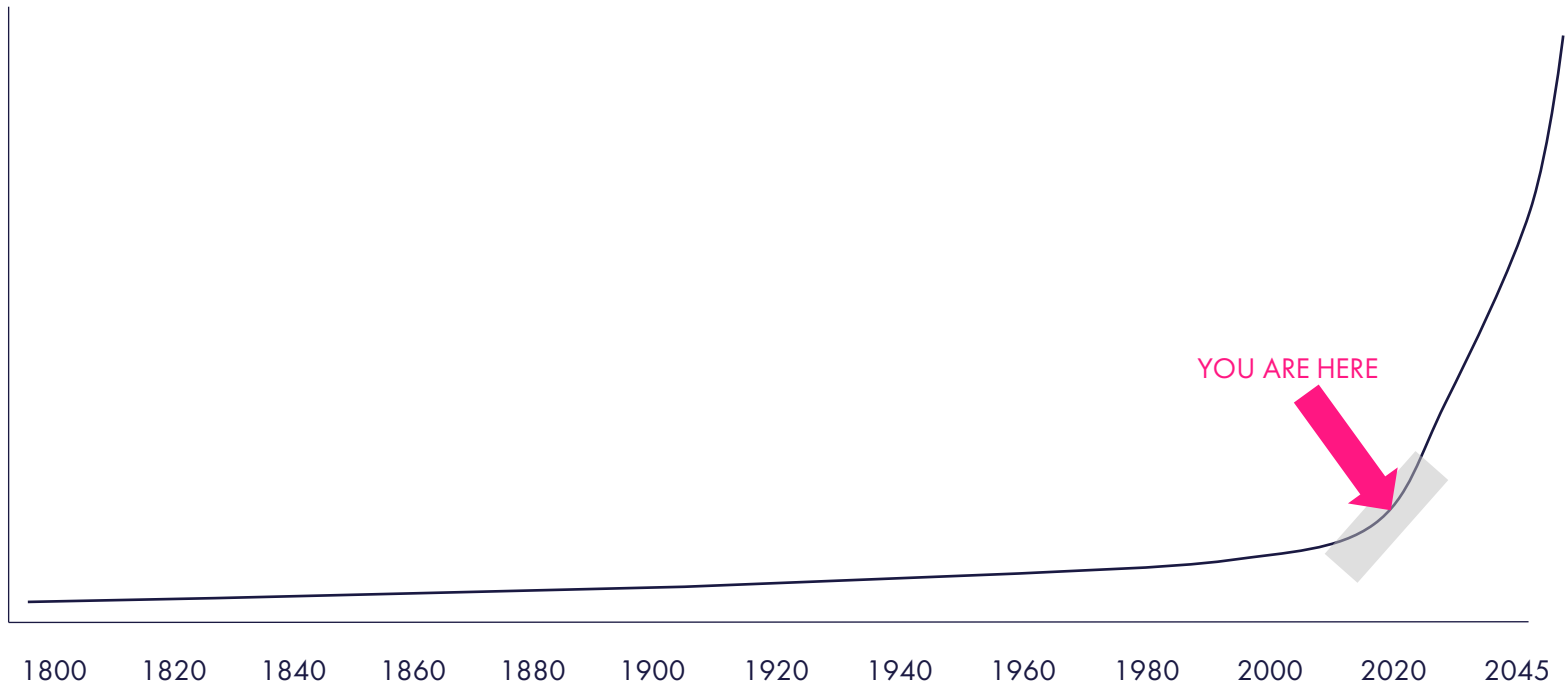
- Building a great team is an incredibly complex task. Getting the team together for a bonding experience or a few skill building days is not enough. The path to high performance requires expert guidance through the nine stages of team development.
- Most executive teams are a collection of talented individuals operating in a siloed way. In fact many executives have never even experienced what it feels like to be part of a high performing team.
- In most organisations most teams never get past level 3. So most don't deliver what they are truly capable of. The good news is that teams can function at a much higher level and deliver better results when properly coached.
- We believe it is possible to develop a team beyond high performance and build a world class fellowship.
- This requires investment in the team and careful sequencing of a number of specific team modules until all the building blocks are in place. With such sustained effort the team can operate at a level that most can not, at the start of the team journey, even imagine, consistently delivering exceptional commercial results.
- As a team develops its perspective changes from the individual, to the team, to the organisation, and ultimately to the industry.
- With quality guidance most teams can develop 2-3 levels within 2 years if sufficient time is allocated for the team to work together on their development. If there is insufficient investment in the team itself they often remain stuck at level 2 & 3 with the results achieved at a cost to the individuals in the team and the business itself.





So what do YOU want to do now? Who do you want to be?

This is my challenge to you. Don't wear "no change" as a badge of honour.

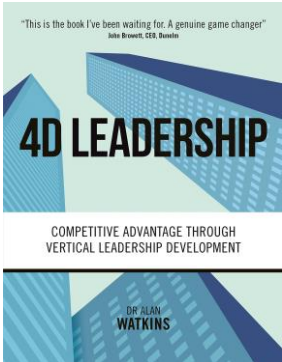




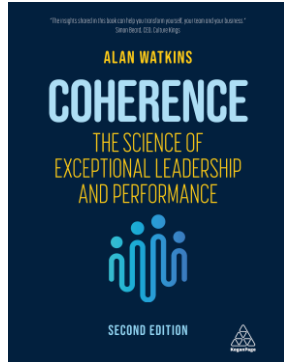
Additional resources

LEADERSHIP BOOKS //

2015



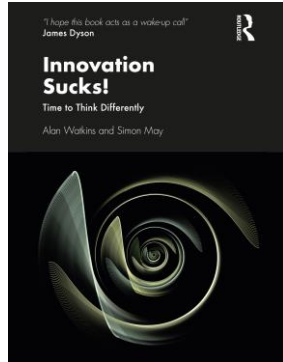
(2014) 2021



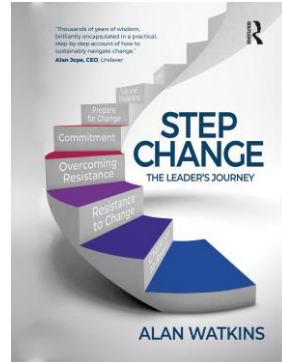
2019



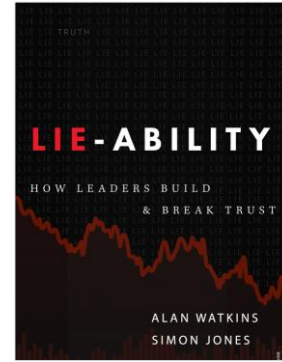
2021



2022



2022



CONNECT WITH COMPLETE //

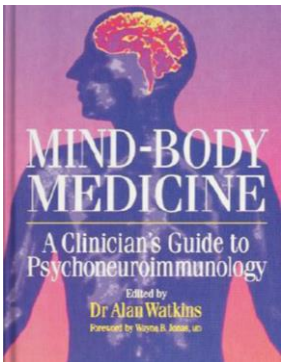
office@complete-coherence.com

complete-coherence.com



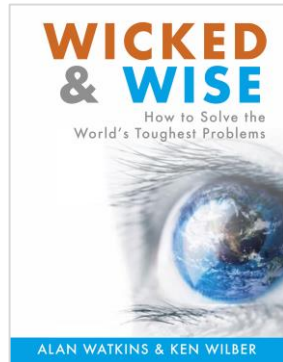
HEALTH BOOK //

1997

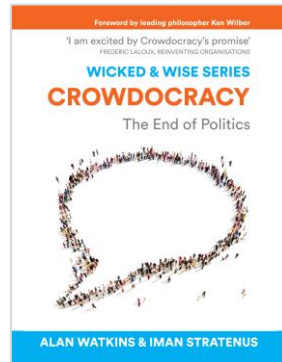


WICKED & WISE BOOK SERIES //

2015



2016



2017



COMPLETE APP //





Contact details



office@complete-coherence.com
gestur@complete-coherence.com



www.complete-coherence.com



+44 (0)1794 524384



@ccoherence



Complete Coherence

Subscribe to our new *Complete Curiosity* podcast

<https://www.completecuriosity.com/>



https://open.spotify.com/show/4BVBNXBGtspWUYZkiuAyjx?si=s8ge_ekARbS_MvPINufiiw



<https://podcasts.apple.com/gb/podcast/complete-curiosity/id1489337150>



https://podcasts.google.com/?feed=aHR0cHM6Ly9mZWVkcyc5zaW1wbGVjYXN0LmNvbS9UcGNfZDBVdw&episode=YjNiNDM3Y2EtZDNkNC00Y2MyLTg4NDAtNjZlZGlxMmlxNWVi&hl=en-GB&ved=2ahUKEwiUsdaWypnmAhWah1wKHx4B_gQjrkEegQIBBAE&ep=6&at=1575379562472