Leadership regained

Why leaders are in a funk
and how to get them out of it

MindGym

Contents

I wish I could tell you it gets better. It doesn't get better. You get better.

Joan Rivers

Why leaders are in a funk and how to get them out of it

Leadership is critical, it is getting harder; and we are spending more on developing leaders than ever. On these three things we can all agree. But is this hearty financial commitment paying off?

The evidence suggests that despite billions of dollars and trillions of hours devoted to leadership development, leaders are suffering more than ever, and so are their followers.

This looming leadership crisis poses a big challenge for businesses. If we can't develop our own leaders and fewer people want the job, who will run our companies, and will those who are left be up to the task?

MindGym's team of psychologists have conducted extensive analysis covering over 200 academic, peer-reviewed research papers and combined it with more than 20 years of practical experience, working with over three million professionals to work out what has got us here and, more excitingly, what we must do differently to set leaders up to succeed.

In the following pages, we reveal:

- Why leaders are lost and how the way companies tackle leadership development isn't helping

- The ABCDE of leadership essentials – Align, Boost, Connect, Deliver, Enable – and why they're essential but not sufficient

- Attunement: how successful leaders really think, often without even realising

- How to make leadership learnable for everyone

If you care about how to develop leaders, do not spend another penny, cent or renminbi until you have read every word of this whitepaper.

30%
drop in employees' confidence in their senior leaders in the last 25 years

70%
of leaders are overworked or stressed[1]

up to
80%
of managers' time is spent on activities they feel don't add value[1]

2/3
of leaders wish they didn't have to manage people.[1]

Lost leaders

Leadership has always been challenging but in the last few years, it has become a whole lot harder.

Fast-paced, continuous change, and constant demands to achieve even more with less, comes with the territory, but at least you knew that if you got results you were doing a good job. Not any more.

Leaders are now held as accountable for the way they work as the results themselves. Upholding ethics, increasing diversity and inclusion, protecting wellbeing, delivering on environmental goals and increasing employee engagement are just a few of the additional expectations today's leader must navigate. Face critical feedback from your team or misspeak on flexible working and you will likely find that your career is in jeopardy. In 2018, for the first time in corporate history, more CEOs lost their job for behavioural transgressions than poor business results.[2]

Then came the pandemic. Emerging trends that had been slowly advancing, such as remote working, were all of a sudden supercharged, and changes that may ordinarily have occurred over many years happened all at once.

Lost leaders

Now, leaders not only need to deliver on an ever-increasing set of performance expectations but must do this while also corralling newly virtual and hybrid teams or, in some cases, asking employees to come back into the office when they'd rather not have to commute. With the Great Resignation in full swing, many leaders have to tackle unprecedented levels of onboarding without the loyalty or corporate memory to compensate.

Given both how critical leaders are and how difficult we are making their job, you might have thought we'd rally round to give them our support. Not a bit of it.

From 'The Devil wears Prada' and 'Horrible Bosses' (so good they made it twice) to 'The Office', contemporary culture places corporate leaders on a range between beast and buffoon. Back at work, they're labelled 'permafrost' by their seniors, and from their team, 'You'll never guess what my boss did today' rarely ends positively.

No wonder two-thirds of managers wish they didn't have to manage people.

Why leadership matters so much

The evidence is compelling that a strong leader can transform an under performing team into one that punches above its weight.

Take the electronic games industry. You might well think that the success of a new game would lay squarely on the shoulders of the creative, who decides whether the aliens can eat your shield or how your spaceship responds when you deploy the turbo thrust. A major study out of Wharton suggests otherwise.

Each new game has two managers: the designer, who leads the creative team, and the producer, who leads the team that makes it all happen.[3] The quality of the designer accounted for 7.4% of the variation in revenue, while the quality of the producer accounted for a huge 22.3%. The producer in charge of setting the direction and enabling everyone else to get their work done had an impact that was three times greater than that of the creative designer. And the two leaders combined accounted for a third of the difference in revenue, regardless of the genre, target market or any of the other external factors.

Another study, this time from Stanford, measured the daily output of 23,878 workers matched to 1,940 bosses over four years for a wide range of industries and companies.[4] The results showed that replacing a poor manager with a good one increased productivity from the same team members by 13%. Adding a new member to the team, which clearly costs more, increased team output by only 11%.

Impact on the variation in revenue for electronic games

22.3%
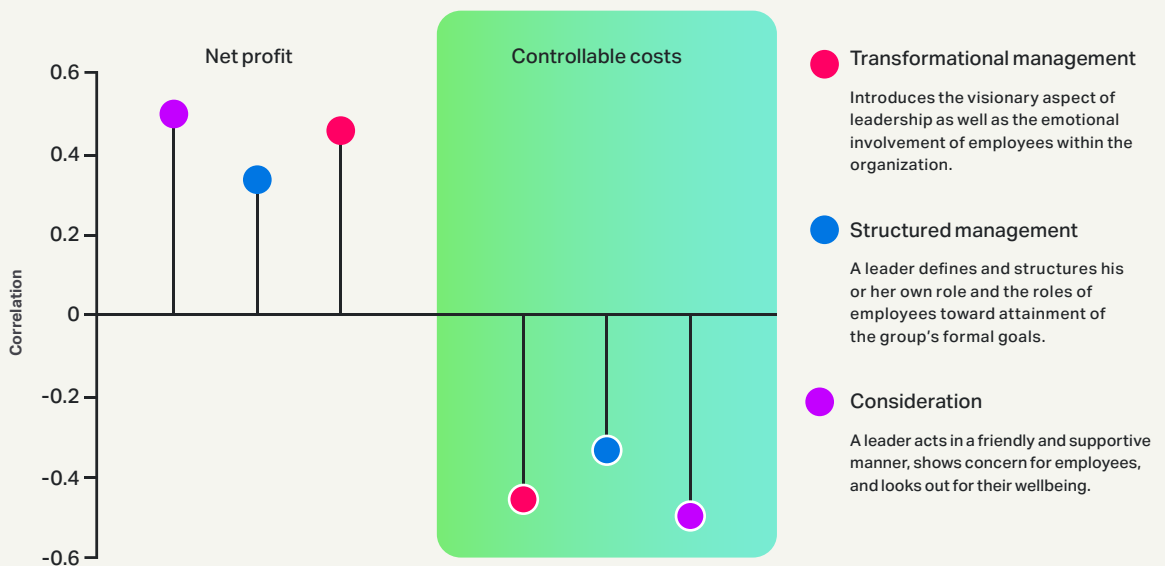
7.4%

Creative /Director

Producer
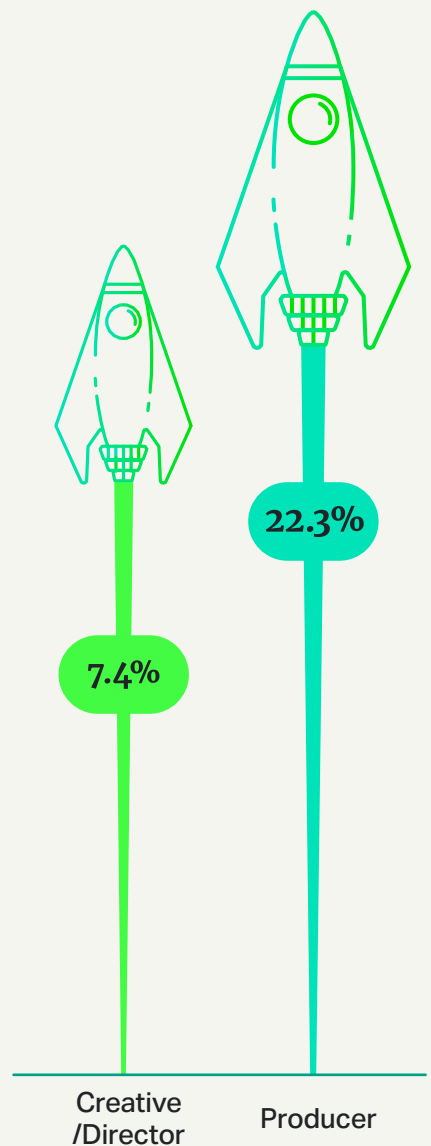
It's clear that swapping poor managers for good ones improves performance across industries. But what about within the same company?

In a large US manufacturing firm, managers who demonstrated effective communication and inclusiveness, gave feedback well, encouraged innovation and created career development plans saw a 50% increase in sales.[5]

In a chain of Dutch supermarkets, employees were surveyed about the management style of their leaders. Over the next seven months, they found that the stores where leaders were charismatic, considerate and good at creating a structure for their team reported significantly greater net profit and reduced costs, suggesting not just correlation but causation.[6]

Great managers lead to better store performance

Transformational management
Introduces the visionary aspect of leadership as well as the emotional involvement of employees within the organization.

Structured management
A leader defines and structures his or her own role and the roles of employees toward attainment of the group's formal goals.

Consideration
A leader acts in a friendly and supportive manner, shows concern for employees, and looks out for their wellbeing.

There are plenty more studies that make the same point: better leaders deliver better results.[3,4,5,6] Compared to most other kinds of business expenditure, astute investment in the quality of leadership will deliver a more certain, greater and faster financial return. The key is to make sure it is the right kind of investment.
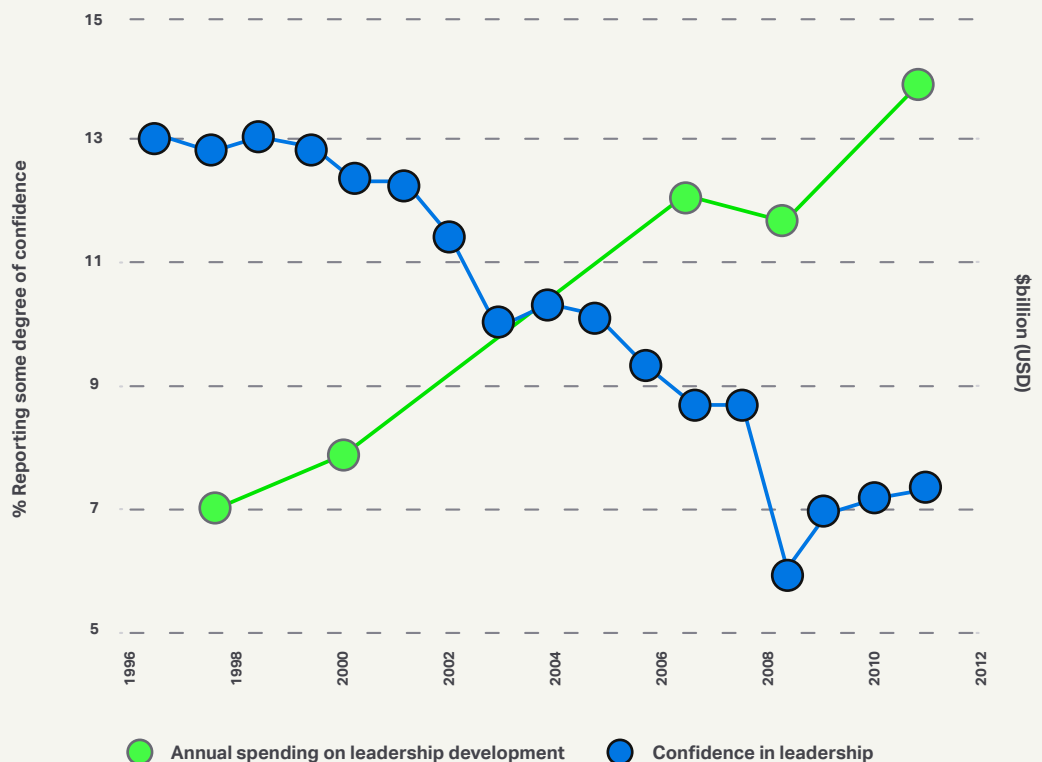
Where did leadership development go wrong?

Developing leaders is the top post-pandemic priority for CEOs according to one major global survey and in the top three in countless others. It's not just talk. Investment in leadership development has increased year-on-year to $366bn, which is more than the GDP of Chile.

Despite this colossal commitment, confidence in leaders has steadily declined[9] (see graph below). While there are outliers, overall the ROI seems to be negative: as we spend more, the results get worse.

If you were making an investment in any area of business with this kind of negative return, you'd want to know why. Leadership development is no exception.

Confidence in leaders is trending down, while investment in leaders is going up.

Y-axis (left): % Reporting some degree of confidence — 5, 7, 9, 11, 13, 15
Y-axis (right): $billion (USD)
X-axis: 1996, 1998, 2000, 2002, 2004, 2006, 2008, 2010, 2012

● Annual spending on leadership development   ● Confidence in leadership

This rising investment into leadership development has resulted in a surge of traditional leadership models being used. Authentic, Paradoxical, Agile, Servant, Charismatic, Self-disruptive, Situational, Purposeful, Transformational, Democratic… there is no shortage of leadership models. The trouble is that none of have been shown to have much of a lasting impact.

The reason these orthodox models fail to make an impact is because of the way they are constructed. The examples below outline some of the most common incorrect assumptions that widely adopted leadership models make, and explains why they go wrong.[10]

1. The leader is set up as the big 'I am' at the centre of things. In the short term, this makes leaders feel great, and it certainly increases the chances that they will rave about the course. However, it's also why so little gets applied back at work. The reality is that, as organisational leaders, our core skill is not that of the high-octane entrepreneur or civil rights campaigner but the more humble and often more effective task of knowing many times a day which levers to pull to work the system in a helpful way.

2. The best models do a decent job of describing what we can observe successful leaders doing, but they fail to describe how effective leaders think. Copying the behaviours of a successful athlete won't turn you into one. As every sports coach will tell you, to excel is as much about what you do with your mind than with your body.

3. Even the best models give more weight to more appealing 'open' behaviours like coaching, inspiring, innovating and empowering, and less weight to equally vital but less popular 'closed' behaviours like holding people to account.

4. The implicit assumption is that leaders are there to fix things and that, if they are good enough, all will be well. This isn't how business, or life, works.

It's time to rethink how we make leadership learnable. The first step is to assess the tensions leaders face and uncover how they can be better navigated.

Tension intention

We tend to think of tension as something to be released or resolved, like it's a bad thing that we'd be better off without. But what if this is a fundamental misunderstanding?

Our lives are filled with tensions that can't be resolved. For example, if you have enough time, you haven't got enough imagination. It's not possible to fix the time–imagination tension so you have enough of both. The same applies to justice and mercy. All you can do is work with the tension, so you achieve more of what you want with the resources that you have and appreciate that the balance will alter as circumstances change.

We're far better off when we recognise that tensions are inevitable than when we try in vain to fix a problem that is unfixable.

Leaders are constantly presented with tensions.[10] Productivity vs wellbeing, investing for the future vs delivering today, collaborating vs getting on with it, change vs business as usual, innovating vs executing, what finance wants vs what customers want, include vs decide. The list is endless.

Traditional leadership training encourages leaders to resolve these tensions as if, by following their advice, they will go away. Only they won't go away because they can't. Tensions are necessary to build organisational momentum. A bicycle without tension is a lump of metal on the ground. A company without tensions is equally useless.

This can be hard for us to accept because of a psychological phenomenon called cognitive dissonance, which exists when we try to hold two conflicting thoughts at the same time.

Experiencing cognitive dissonance creates a notoriously unpleasant feeling, like a severe brain ache.[11] No wonder that our instinctive response is to get rid of this horrible sensation as quickly as possible, which we can do either by choosing one side of the tension over the

other or by trying not to think about it all and hoping that it will go away (we all know how that ends).

When we choose one side of the tension over the other – for example, delivering on short-term results over the team's wellbeing – we tend to explain away our decision using one or more of the following six responses:[10,12,13]

Justification	Turnover is inevitable in this kind of environment.
Trivialisation	The pressure isn't as bad as everyone says.
Commitment escalation	We've come this far; we need to keep pushing and it'll be worth it.
Poor compromise	There's access to wellbeing perks to help with the stress.
Abdication	If I could do something to reduce the pressure, I would – but I can't.
Selective focus	Some people are thriving; it's not an environment for everyone.

This is unhelpful for lots of reasons. First, it doesn't really solve the problem or, if it seems to at the start, then it's probably just creating plenty more unhelpful knock-on effects down the road.

More perniciously, as you'll have noticed, each response passes responsibility to 'forces beyond my control'. This is exactly the opposite of what you want leaders to be thinking. Successful leaders need to feel in charge and that they can take a series of actions that will alter their company's destiny. These common responses to try and resolve tensions have precisely the opposite effect: they deplete our sense of 'agency', when this is what leaders need most.

The foundation of effective leadership development is the recognition that tensions are the force that drives organisations forward. We need to cherish and lean into tensions rather than believe they should, or can, be resolved.[10]

Once our intention on tensions is clear, we're set up to make leadership learnable.

Common tensions leaders face

I need to deliver what we've promised for the present

VS

I need to drive innovation for the future

I need everyone to perform at a consistently high level

VS

I need to prevent burnout and protect wellbeing

I need to show that I value others as individuals

VS

I need to treat everyone fairly and strengthen the team

I need to get on with executing what I believe is right

VS

I need to make time for other people's views

I need this task done quickly to a high quality

VS

I need to give people time to learn and empower development

Leadership starts with ABCDE

Every company and consultancy has a leadership framework of competencies that are the base skills managers need to be successful. Some go to a great deal of effort to renew it.

To save you some bother, we carried out a review of over 200 papers – including two meta-analyses that covered over 10,000 participants in more than 50 organisations - to uncover what managers need to be effective.[14,15] From this work, we extracted five core skills.
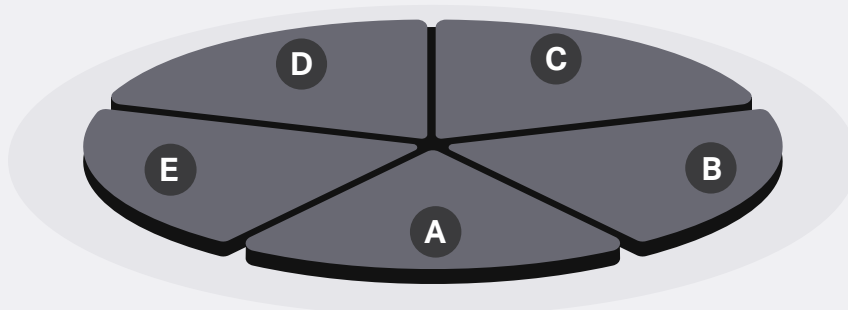
These fundamentals are organised in a way to make them distinct and learnable and, so they're easy to remember, we've grouped them under the first five letters of the alphabet. If you already have a set of leadership competencies, you can compare them with this one. The odds are that the underlying content will be much the same, but if there are gaps, they're fairly straightforward to fill.

These core skills are the key technical fundamentals of leadership, like poaching, sautéing and whisking are for cooks. Without these, leaders haven't got much of a chance, and so this is where to focus those who need to build a foundation first, before they can truly master leadership.

Leadership launchpad

These core leadership skills pay immediate dividends, with research showing that providing guidance on basic manager skills generated performance increases equivalent to 2.5 additional employees.[16] Companies that focused on management training also grew 28% larger and were 10% less likely to fail compared with organisations that don't train their management.[16]

These are the leadership fundamentals. They are necessary, but to be an effective leader, they are far from sufficient.

A Align

Focus on what matters
Set direction, build belief, planning, build consensus, stakeholder management, goal setting

B Boost

Generate energy and commitment
Increase wellbeing, create sustainable ways of working, improve hybrid teamwork, energise others

C Connect

Work as one
Establish, nurture and repair relationships, inclusion and belonging; courageous conversations, collaboration, team dynamics

D Deliver

Get results
Hold to account, mobilise resources, better execute, innovate, governance

E Enable

Equip people to achieve more
Coach, empower, delegate, develop others, feedback, career mentoring

From starter to master

When we are starting out and developing our skills, we are more reliant on rules and models: knowing the basics and trying to execute them properly is what matters most. But as we gain experience, we become less reliant on these, and our performance increasingly depends on our ability to flex to context.[17,18,19] The models that once helped gain competence will no longer be enough.

This means having the 'ABCDE' of core competencies helps leaders on the blue line but not on the green.
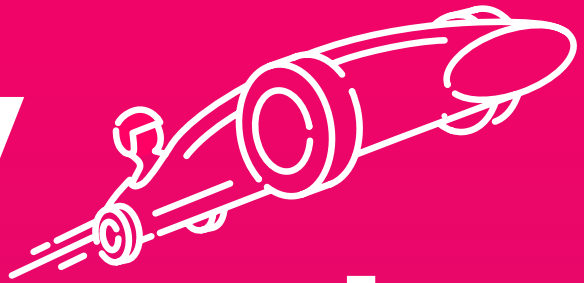
How does leadership develop?
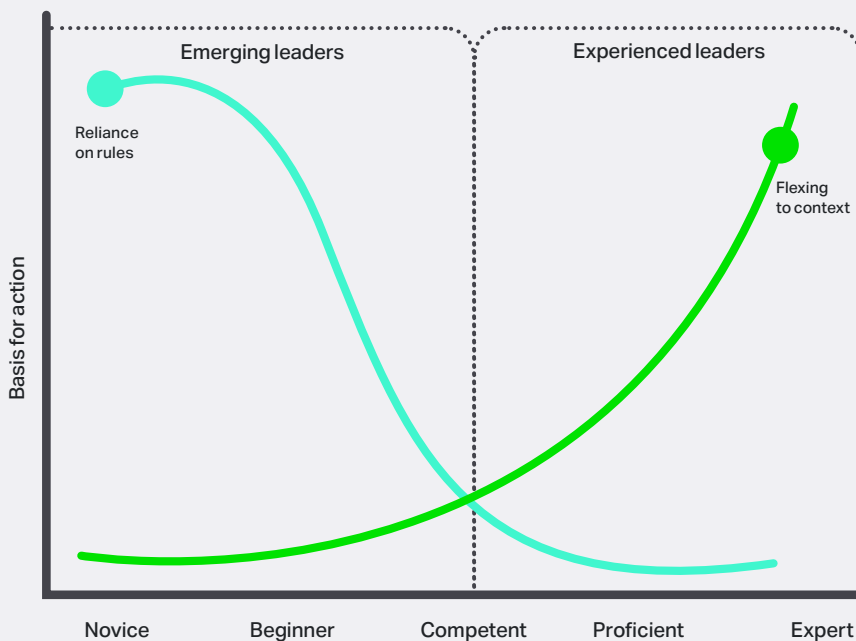
As emerging leaders gain experience, they become less reliant on rules and models. Their performance increasingly depends on their ability to flex to context. This ability enables leaders to more effectively navigate tensions and becomes increasingly critical as leaders level up.
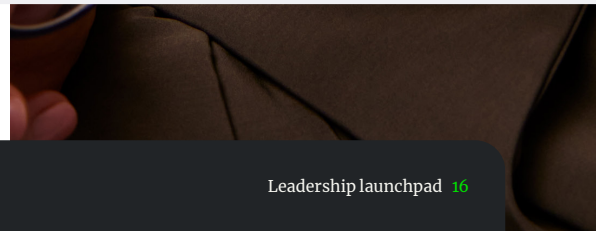
Stay attuned

Leading the 1950 Monaco Grand Prix, racing car driver Juan Manuel Fangio approached a double blind corner. Instead of continuing at his normal 100mph, for some reason he braked hard and took the bend at a crawl. As he rounded the turn, he saw a nine-car pile-up.
If he had been travelling at his usual speed, he would almost certainly have been caught in the crash and might well have died. Instead, he drove safely past.

So, what was it that caused Fangio to brake suddenly and for no obvious reason? It wasn't until sometime later that even Fangio could explain why. Without being aware of it at the time, a part of his mind had noticed that the faces of the spectators in the stand ahead – which were usually fixed on him as the race leader – were turned away, as it happened looking towards the crash. If he had been in 'thinking' mode, it would have taken too long to process this piece of information to react in time, and in autopilot he wouldn't have spotted that anything was different.

But Fangio was completely engaged, so he picked up on this unusual feature, realised that it could mean danger and took an intuitive, split-second decision that saved his life (and won him the race).

What Fangio did is what successful leaders are doing all the time and usually, just like Fangio, they have no idea they are even doing it.

This activity is called attunement. While for some it is innate, for most of us it is not.

What transforms our ability to develop leaders is identifying attunement as the leadership meta-skill, or superpower, that sets up successful leaders.

What turns this discovery into practical gains is our ability to unpack the constituent parts that make up attunement so that we can learn them.

SCAN – the 4 practices of attunement

Attunement reveals what goes on inside the heads of great leaders, the things that no one knows, often not even the leaders themselves. Attunement requires leaders to use their toolbox, not just in a single incidence but as a pattern, in combination, over time to steer the system towards better results.

To make attunement learnable, MindGym's team of psychologists have broken attunement into four constituent parts which, though separate, are integrally connected. Realising the benefits of attunement unequivocally requires all four, working in harmony, but they can be learned one at a time and then brought together. We have called these the four practices.

Sense-make

Choose

Notice

Act
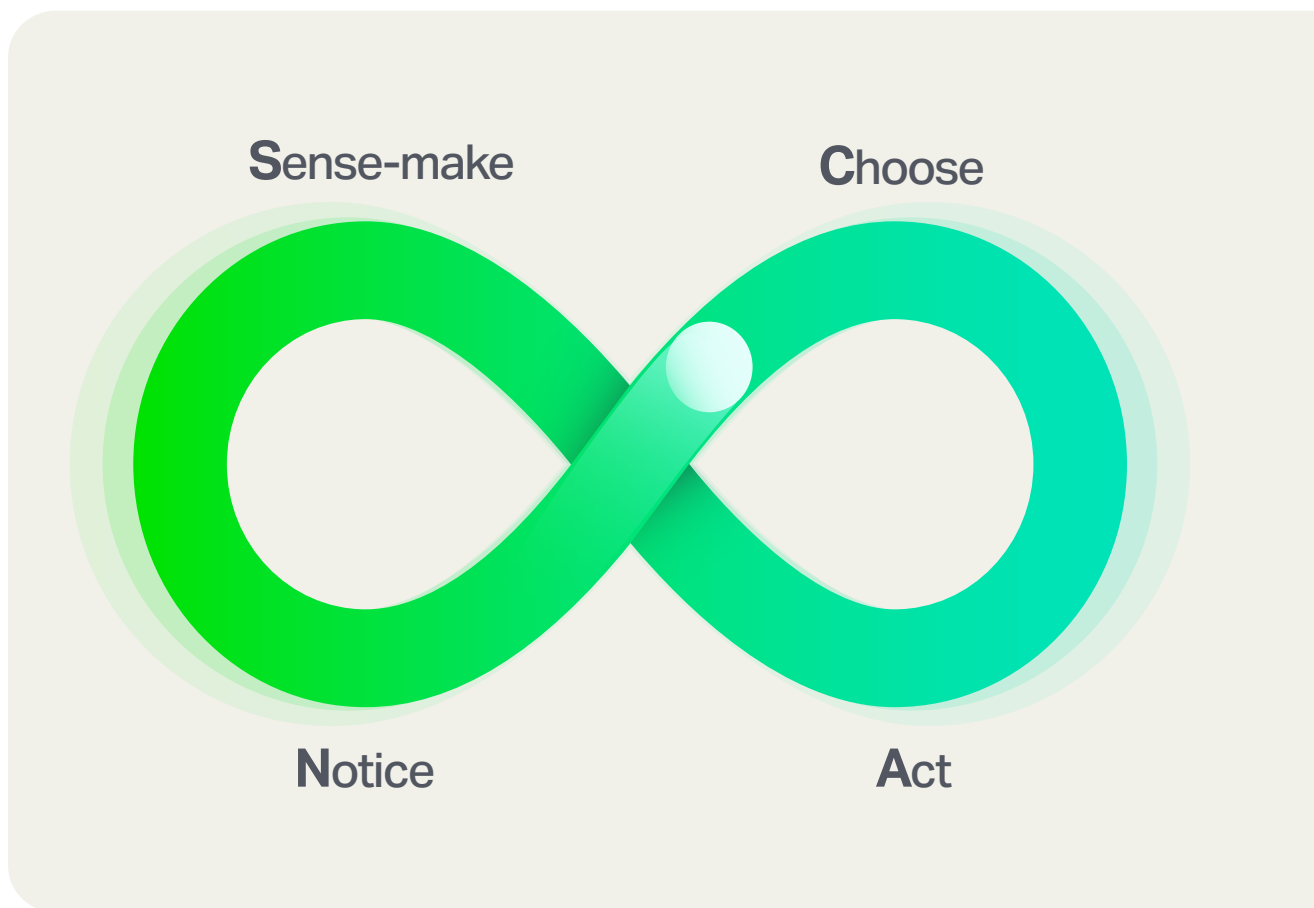
Notice – don't just do something, stand there

The words a colleague uses or avoids; the same phrase used by apparently unconnected people; a toxic exchange in an otherwise constructive team conversation; a subtle shift in the types of employees who are leaving the company or clients who are buying from it; how you feel before a meeting with Azim in Finance, and after; and so on.

Often, we are so busy doing and reacting that we don't notice what is going on around us, or within us.[10,20] Without this critical information, we are very unlikely to get the next steps right. If Fangio hadn't noticed the spectators looking in the other direction, he would never have slowed down.

Sense-make – find the signal in the noise

Although information is essential, it becomes valuable only when it is converted into insight so evaluation or judgment can be made.[21,22] What is the tension at play?
How does the system in which I'm a part seem to be operating? And how is that changing?

As a result, I can evaluate and judge to what extent the complaints about feeling overworked are caused by the team's new manager, unrealistic deadlines, a vociferous but unrepresentative minority, lack of role clarity, a poor relationship with a different department, feeing unappreciated or any of a host of other reasons.

Even once I've got a view, I need to be open to changing it as I continue to notice and gather new information. The most accurate forecasters are always gathering new information and using it to revise their views about what is really going on.[23]

The same applies to leaders.

Choose – decide what to do

Once I've noticed what's happening and come to a view about what it means, my next move is to decide the steps I will take as a result.[24,25]

We know from research on tensions that any apparent fix will have a trickle-down or downstream effect and so, as part of the system, the best we can do is to decide what to do now and then notice how the system changes as a result.

The more 'technical' knowledge we have about psychology and leadership, the better our judgement and ability to sense-make, so the more likely we are to make a good choice.

We may have noticed a series of unhealthy behaviours, e.g. how team members treat one another, how communications about changes are not transparent and concluded that the culture in a certain department is toxic. That's a good start, but we will need to draw on deep pools of expertise to know what to do to start the process of detoxification to best move the system in a positive direction.

Act – do it with panache

It's all very good knowing what to do, but that doesn't help all that much if I can't then do it effectively.[26,27] I may recognise that the music is a waltz and I've studied the steps, so I can repeat them in my head flawlessly, but if I dance like I've got two left feet, I still won't be a great ballroom dancer.

Equally, I may know I need to address a colleague on their inappropriate behaviour but if I do it poorly, this may damage our relationship and cause them to double-down and become guarded. Being able to apply my choice of what do with panache is essential, which is why we're always striving to master the ABCDE of leadership.

As we've described them, the sequence of these letters spells NSCA, which doesn't exactly trip off the tongue. So, we've changed them to SCAN, which is rather more memorable. As, with attunement, there is no fixed sequence, and once you get going you will be constantly moving between the practices, we think it doesn't matter. We hope you're good with this.

Officer OODA

A military strategist and United States Air Force Colonel, John Boyd, invented the OODA loop to give a critical advantage in military campaigns. It consists of the cycle observe–orient–decide–act.

According to Boyd, an entity (whether an individual or an organisation) that can process this cycle quickly, observing and reacting to unfolding events more rapidly than an opponent, can thereby 'get inside' the opponent's decision cycle and gain the advantage.

As in the military, so too in business. One of the big differences between OODA and SCAN is the time horizon. OODA is used for what to do in the middle of combat. SCAN is good in the moment but is just as helpful for longer time horizons and changing how the whole system operates. It also recognises that in business, we aren't out to destroy an enemy: there isn't a defined winner, people aren't drilled to act on orders and there is no peacetime to regroup. And that's just for starters…

Living leadership

Leadership comes to life when you use attunement to identify what is going on and then choose from your deep knowledge and experience what to do. If you imagine the infinite SCAN cycle whirring away and then guiding you with precision to pick up the right tool or technique from your ABCDE leadership base, then you've just about got it.

This ability grows with experience and happens as managers develop their leadership potential – like when you drive without thinking about using the indicator, or you start to think, not just speak, in a new language.[28]

Imagine the orchestra conductor at the top of her game who knows how to hold a crescendo beyond the noted four beats that the score suggests. She holds it longer by watching the eyes of the musicians and feeling the tension in the audience going beyond relying on the score because she knows what it takes to have the dramatic effect. Our conductor has already mastered how to read music, hear the oboe vs the clarinet and have all the technical skills. Now she is leading the orchestra.

Attunement

Core capabilities
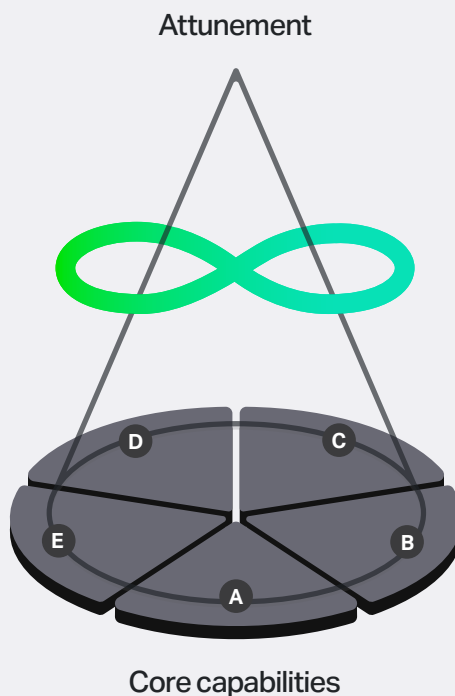
The 4 practices of attunement

Unlock the next level of leadership by developing skills to nimbly navigate organisational tensions.

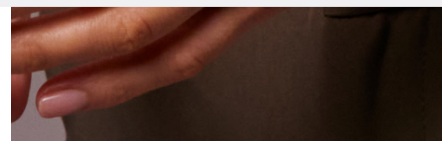**Notice**
Don't just do something, stand there

Sense-make
Find the signal in the noise

Choose
Decide what to do

Act
Do it with panache

Attunement in action

Attunement at the airport

Pablo is the director responsible for all pre-security areas at a major international airport. He is charged with delivering the implementation of a major IT change initiative at the same time as ensuring smooth delivery every day, even when queues build up and systems are slow. Every morning, Pablo walks the terminals' floors. After a few months, he noticed a pattern. If the team at the check-in desks gave him eye contact, the day would go fine. If they didn't, then it was going to be tough, verging on a complete shocker. As a result, he decided to change his agenda each day depending on what he noticed: eye contact and focus on the change agenda (using his skills around Align), no eye contact and roll his sleeves up to reallocate resources and give operational support (focusing more on the skillset for Deliver).

Worth the stress?

Sacha is an engineering lead at a large telco. He used to watch his colleagues getting stressed and would congratulate himself on how calm he was and that he never felt anxious. After a while, he also began to notice that his peers were getting promoted while he was still in the same job. His sense-making came when he acknowledged that their energy and commitment was impressing the bosses and, possibly, delivering better results. He had a choice: more stress and more success, or stay calm and stay in the same job. He chose to push himself harder and 18 months later got, in his opinion, a long overdue promotion.

MD with a hunch

Charlotte is an MD at a well-known global investment bank. It seemed to her that women were finding it harder to get promoted on their merits than men, but she couldn't quite put her finger on why she thought this. Rather than raise her concerns directly and risk having her hunch dismissed, she conducted an experiment. In the inter-rating meeting, where promotion decisions were made, she decided to measure two things: how long was spent discussing each candidate and what the first sentence was when introducing them. Her research revealed that the women got on average 30 seconds less airtime than the men, and the first sentence used to introduce them was a negative on 35% of occasions whereas it was only the case for 6% of the men. Now her hunch made sense. Charlotte then chose to share her findings with the head of her division, who was shocked and changed the process by which promotions were decided.

Attunement in action

Firefighting at work

Simone is reacting to fires at work every day. Today, the employee engagement results are showing a burnout culture; tomorrow, the CEO wants to hear her plans to increase revenue next quarter. She keeps saying to her team that they just need to push through and it'll be worth it. She'd love a few days to recharge, as frustration keeps poking in during her conversations.

Simone tunes into the underlying tensions and the anxiety driving her reactions to them. At first, she is overwhelmed, but she 'changes the viewing' of the tension by looking at both sides of it over longer time horizons. She notices how in her effort to please, she keeps recommitting the team, and by constantly asking for 'one last push', she's exhausting them. Simone formulates an action plan with steps to help her avoid reacting so instinctively, including some behaviour change techniques to implement.

Sharing the load

Aziz has been promoted to Head of Engineering at his financial services firm. The firm has an opportunity that is too good to miss but means growing the team rapidly and stretching his existing team to their limits. There is a risk that pursuing this opportunity will lead to members of the team leaving. Aziz adopts an abundance mindset and identifies ways to hit the goal for the firm (using his skills in Deliver) and help his team evolve in the process. He'll do this by sharing additional responsibilities with high-potential members of the team, which creates space for him to think and generate ideas to manage the tension – doing this also helps those team members to grow (drawing on skills in Enable). The space leads him to think of running a 'futurespective' with the broader team where they collectively work backwards from success to generate the ideas that get them on the right path (tappin into skills in Align).

Saving lives

Senior nurse practitioners dynamically respond to their patients' changing needs and contexts, unlike the rule-oriented behaviour of recent graduates.[17] Human reaction depends on so many factors that can never be accounted for in a textbook, which is why the experience of senior nurses is so vital in healthcare.

Checkmate

Novice and expert chess players show different patterns of neural activation. Novice players calculate using rules and facts, whereas experts process information broadly and intuitively.[19] This ability to build upon the rules to intuitively see what will happen next results in the experts winning more games.

6-point manifesto for successful leadership development

✓ **Meet your leaders where they are.** Recognise that they get a raw deal with little credit. Show you are here to make their life easier, not burden them with something else to do.

✓ **Cherish tensions.** Be clear that leadership is less about solving and more about continuously adapting. Think dance, not DIY.

✓ **Lock down the ABCDE basics.** You can't make good choices, or act on them, without the leadership fundamentals.

✓ **Bring attunement to life.** Build the 'noticing' and 'sense-making' muscles, which are often the weakest.

✓ **Focus on solving real problems** and learning from them, rather than teaching tools and techniques and looking for places to apply them.

✓ **Little and often forever,** not once and done. Give plenty of opportunity to try out and learn from experience in-between bite-size workshops and precision coaching.

MindGym's solution for leadership development

The most effective leadership development investments will consistent of a double-stranded approach: one strand on the leadership essentials and the other for mastering attunement. The first strand will be predominantly for emerging leaders who will segue way into the attunement strand as they become more experienced.

1. To accelerate the capabilities of leaders and provide them with the right tools to cover each of the ABCDE core skills, we have a programme that covers all the basics yet can be easily tailored for localised needs. This is about getting to mastery as fast as possible, so we've created a blended journey and portfolio of Workouts that includes a combination of in-person and digital tools. Whether it's a new role, new team, new company or a leader who's facing new challenges, this solution gets managers up to speed in no time with targeted skill-building in a safe space.

2. For experienced executives, we look at attunement. These leaders already have a good grounding in the core skills, so it's all about understanding the context and navigating through tensions successfully. We outline how to recognise the limitations of reactive problem-solving behaviours and how to leverage the tensions to promote better results. In doing this, we bring leaders together to explore the gritty challenges and practise attuning, so they can learn to navigate the tension and find a more positive way forward.

MindGym leadership toolbox

1. Attunement workshops

Our workshops teach the four practices of attunement in context. These 180-minute workshops focus on a specific tension that resonates with organisations today, such as:

- **The innovation paradox** explores the tension between stability and innovation
- **The trust paradox** explores the tension between empowering others and giving clear direction
- **The priority paradox** explores the tension that occurs when organisational goals complete

These sessions are less content heavy and instead dial into the dialogue between participants.

2. Performa – 1:1 precision coaching

Grounded in MindGym's scientific 'precision coaching' methodology, Performa is a digital coaching service that provides limitless leadership coaching in cycles that are scientifically proven to generate a behaviour change in just four 45-minute sessions. As a result, leaders consistently apply new techniques and acquire skills that improve their performance.

3. Working together to get the right leadership solution for you

When onboarding a client into our leadership development point of view, we offer immersion and scoping sessions to ensure we deliver the desired impact for the organisation. The immersion sessions create alignment across stakeholders, while a scoping session makes certain the business challenge is clearly defined.

4. Workouts and eWorkouts

We offer a host of live (in-person and virtual) 90-minute Workouts and 180-minute Workout Pro's and 9-minute, purely digital eWorkouts that teach leaders the core skills.

The leadership launchpad

A Align	**B** Boost	**C** Connect	**D** Deliver	**E** Enable
Direct	Thrive	Relate	Execute	Coach
Goal setting	Stress busters	Your impact on others	Held to account	Great feedback
Influence and persuade	Extra time	Trust me	Remote control	Dynamic delegation
Storytelling	Make it matter	Courageous conversations	Delivering change	Inspire
The big picture	Well balanced	@Virtualwork	Make it happen	Motivate
Building belief	Leading well	Buddy to boss		

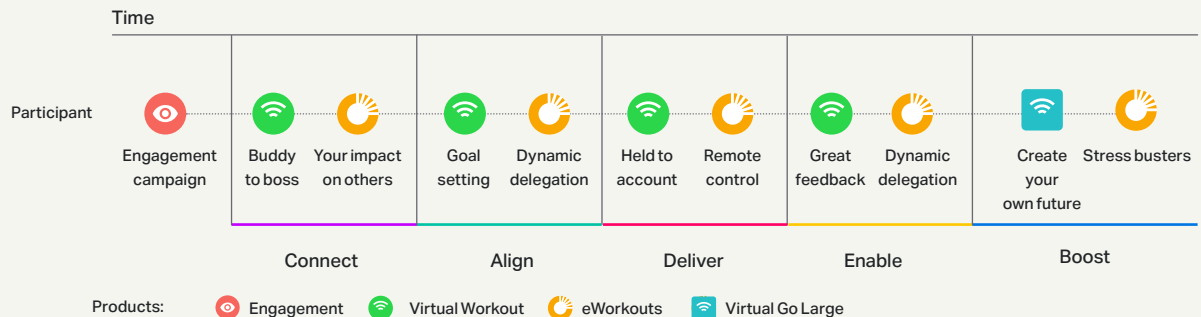🟢 Workout　　🟩 Virtual Go Large　　🟠 eWorkout　　🔵 Workout Pro

5. Integrated programme

Here is an example of what the journey might be like depending on different levels of experience.

New manager journey

For leaders in a new role, new team, new company.
This programme will bring them up to speed in no time with targeted skill building.

Time

Participant

	Connect	Align	Deliver	Enable	Boost
Engagement campaign	Buddy to boss / Your impact on others	Goal setting / Dynamic delegation	Held to account / Remote control	Great feedback / Dynamic delegation	Create your own future / Stress busters

Products: 🔴 Engagement 🟢 Virtual Workout 🟠 eWorkouts 🟦 Virtual Go Large

Senior leader journey

For leaders at this level, the connection to the tensions are strong and alignment is highly valuable. This programme offers a rare opportunity to explore unique tensions faced at the top together and arrive at a common perspective of how to move forward.

Time

Participant

Engagement campaign — Liveable leadership — Tension workshop — Goal setting — Performa coaching starts — Make waves — Tune in — Dialogue Group

Products: 🔴 Engagement 🟢 Virtual Workout 🟦 Virtual Go Large 🔵 Tension workshop ⚫ World Café
🔘 Performa ⬛ Kick-off summit

6. Manager diagnostic

MindGym's psychometricians are developing a new leadership diagnostic that will be launched in the second half of 2022.

MindGym – be ready for tomorrow

MindGym is the world's leading behavioural science company, equipping organisations across the world to realise the all-important human advantage.

Most of FTSE 100 and S&P 100 companies have embraced MindGym's evidence-based approach to leadership, performance, change, DE&I, wellbeing, personal effectiveness, ethics and plenty more, using our unique set of live, virtual and digital experiences to create company-wide behaviour change.

To find out how we can support you, drop us an email to marketing@themindgym.com and one of our specialists in US or EMEA will be in touch straight away.

We have worked with:

62%
of FTSE 100 companies

59%
of S&P 100 companies

3.5m
Alumni

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