WES

Entreprises Féminines
Durables

Women's Enterprise
for Sustainability

Innovative Leadership Workbook

Developed by

CENTER FOR NEW FUTURES
DREAM. DESIGN. BREAK THROUGH.

INSTITUTE OF
INTERNATIONAL
EDUCATION

U.S.-Middle East Partnership Initiative

MEPI
Democracy • Education • Economy • Women

Innovative Leadership

"It is rare that a training program of any length, let alone just two days, can produce significant shifts in thought and action. This program clearly delivers results both before you leave and back in the business environment." *-Norma Milligan, Vice President, Johnson & Johnson*

Innovative Leadership is a special opportunity to deliver on both your personal and professional vision for the future. This is an intensive, cutting-edge program that educates and develops leaders, entrepreneurs and managers to guide organizations in a climate of rapid change and aggressive demands. This two-day program provides key principles and fundamental steps to reliably produce extraordinary results and an unprecedented future for you and your organization.

The results you will have:

- A breakthrough in leadership and communication, empowering you to lead at a new level of effectiveness
- A method for accomplishing results that are not limited by past performance, even highly successful past performance
- A reliable way to turn a vision into a reality with confidence, velocity and ease
- A broader view of what's possible for you and your organization and new approaches to deal with obstacles that impede business success

You will learn to:

- Shift limiting mind-sets, learn how to 'break out of the box'
- See new possibilities and solutions that were not previously apparent
- Design a 'breakthrough' project to achieve specific objectives beyond those you would ordinarily expect to accomplish
- Reliably produce "breakthrough" results
- Powerfully create buy-in for your ideas
- Inspire others to act effectively
- Design a culture of opportunity, collaboration, and acknowledgement

"They've taught and inspired us to reach for the best in ourselves, trust what we find, and act on it. Their work changes people, changes lives, changes organizations." *- Evan Wittenberg, Chief Talent Officer Hewlett-Packard (formerly Head of Google University)*

What Graduates Say About Innovative Leadership

"My vision of *Unleashing Women's Leadership in East Africa* was born while participating in Center for New Futures compelling course. We have created a network of women's organizations that have dramatically reversed debilitating poverty, ignorance and disease."   **- Debbie Kaddu - Serwadda, Ashoka Fellow, Founder, Empower Children Against Abuse (ECCA), Uganda**

"Innovative Leadership was a true transformational journey where for the first time I gave myself permission to dream bigger and bolder – beyond realistic – for a new future for underserved women in Morocco. We are realizing our goal of 1500 woman artisans increasing their income by 30% by next year."   **- Manal Elattir, Morocco**

"I saw the lack of economic opportunity for women in the mountains of Nepal and in the program I designed a path to train women trekkers – we now have almost 1000 women trained as trekking guides. Also, we are now training them to be leaders in their villages and, up and down the mountain, women and girls are now engaged in projects selling goods to city markets, training teachers to educate the girls, and supporting the economic sustainability of their villages. We have received many awards, including recognition from the United Nations. I am amazed at what has been accomplished from this powerful program!"   **- Lucky Chhetri, Nepal**

"Barbara, thank you for the incredible work you have done with the 37 women participating in the TechWomen Program, empowering them to reach their full potential and forwarding relationships in the Middle East and North Africa." (TechWomen is a U.S. Department of State sponsored professional mentorship and exchange program)   **- Ann Stock, U.S. Under-Secretary of State**

"The impetus to seek the restitution of human rights for two million women who suffer discrimination, inequality and social injustice arose from a life- altering program called *Innovative Leadership*. I was empowered to reach deep into my soul to extract my true self-expression of leading the charge for the rights of women in my war torn country of Colombia."
- Patricia Guerrero, Founder, League of Displaced Women, Colombia, SA, recognized by the United Nations Development Program as an example of "Best Practices" for overcoming conflict

"Their programs are unique and amazing! They opened my eyes to a lifelong dream and gave me the support to make it happen. Barbara Fittipaldi is a Master Trainer! She is respectful, upbeat and fun. She inspires people to change and gives them tools that are easy to remember and apply. When you hire her, sit in on the class!"

- Suze Orman, USA

"I came to the program with a dream to empower women entrepreneurs in Turkey. The results have gone far beyond anything I could have imagined. In 5 years more than 10,000 women entrepreneurs have grown their businesses with $250 million in micro-loans. We created an award for the Woman Entrepreneur of the Year – last year we had more than 6000 applications. I am so proud to have to have achieved all this – now we want to take this model and serve the entire Middle East."

- Selin Oz, Turkey

"They've taught and inspired us to reach for the best in ourselves, trust what we find, and act on it. Their work changes people, changes lives, changes organizations."   **- Evan Wittenberg, Chief Talent Officer Hewlett-Packard, formerly Head of Google University**

"Through every step of the breakthrough methodology I was introduced to simple innovation and communication tools that continue to be extraordinarily valuable in my work and my personal life. Every entrepreneur needs this course!"   **- C. Realini, CEO Obopay, recipient 2010 World Economic Forum's Technology Pioneer and 2011 WEF speaker**

… starts with generating new possibilities
and taking a stand for a future
even if you don't see a path from here to there.

Barbara Fittipaldi, CEO

Barbara Fittipaldi is President and CEO of the Center for New Futures, an international consulting and executive education firm with offices in New Jersey and California. She has earned a reputation for excellence in her work as a management consultant and program leader for more than 30 years.

Her work centers on 'breakthrough' results, with a commitment to transforming the workplace into an environment of collaboration, self-expression and accomplishment.

In addition to consulting, Barbara designs and leads programs and is widely recognized as a "trainer of trainers." Her background includes degrees in Chemistry and Mathematics, and she has taught courses in management and leadership at Rutgers University and Fairleigh Dickinson University.

John Naisbitt & Patricia Aburdene in "Megatrends…", refer to the programs of the Center For New Futures as *". . . pioneering a new brand of leadership. . . teaching the 'breakthrough' culture change many companies seek but fail to create."*

Her perspective on breakthrough is that a chasm exists between the creation of a strategy and its execution. Failure to bridge that gap is the very reason many innovative strategies do not get fully implemented. The Center for New Futures' strategic design work is a distillation of what we have learned over the past 30 years from the extraordinary achievements of clients grappling with the challenge of implementation in the face of aggressive targets and escalating demands.

Due to the lasting success of participants in generating unprecedented results and to the extraordinary promotions in their careers, Barbara was invited to advise the US Commission on the Glass Ceiling.

Barbara has worked with over 25,000 people worldwide. She is co-author of the book "When the Canary Stops Singing: Women's Perspectives on Transforming Business", which was selected as one of the top ten business books of 1993 by Industry Week Magazine.

She is on the Governance Board of the Global Women's Leadership Network at Santa Clara University.

Table of Contents

Key Questions, Issues and Skills

Questions Addressed in This Workshop

How can I repeatedly design and produce long-shot/outrageous results?

How do I discover and appreciate what each person brings to the table?

How can I shift team thinking from past boundaries/barriers to future possibilities?

Why can't I just use facts to convince people?

Why do people talk past each other so easily?

Why is it so hard to get from idea to implementation?

Why are many ideas focused on incremental improvements?

Why are some people more influential than others, even though they have the same title/seniority?

How can I get people on board with my ideas?

How can I influence people I don't have authority over?

What personality traits should a leader have?

Is leadership accessible to anyone who chooses it?

How do I not look foolish when trying really new ideas? (Why do I care about looking foolish?)

How can I get to work on things that really inspire me? (What really inspires me?)

[Add] _____

_____

_____

Issues/Roadblocks—Which Do You Identify with?

I'm supposed to reach consensus, but it doesn't look possible.

I wish we had more collaboration and open acknowledgment in my team.

I want to grow as a leader; I think this will make a huge difference in my career.

My team's communication seems shallow; I don't know where people really stand.

[Add] _____

_____

_____

Skills to Develop

I want to be a better listener.

I want to be able to change my team's mind-set.

I want to inspire my team to do amazing things.

I want to better influence others so everyone is pulling in the same direction.

I want to be able to talk to people so that they want to be involved with my ideas.

I want to take innovative ideas from paper to a functioning team—find people who believe in the new ideas and execute on them together.

[Add] _____

_____

_____

Course Norms

Promise

You will learn a powerful new mode of listening, you will set inspiring goals beyond what you previously thought possible, and you will define actionable pathways for fulfilling those goals.

Requests

We will be ready to work at the agreed-upon start times; we will start at the agreed-upon start times.

We will maintain confidentiality.

We will create a sense of community, a safe harbor.

We will listen generatively and will speak our own truth.

We will set our own objectives for learning and results.

Course Agenda

Day 1

- Welcome and opportunity of Innovative Leadership
- Commitment and creating relationship and partnership
- Inventing the future
- Where does innovation start?
- Generating possible futures
- How to think beyond current mind-sets
- Transform unexamined, invisible assumptions

Day 2

- Create a vision for the future that goes beyond the predictable
- Open new possibilities
- Invent an inspiring challenge
- Design a strategic plan for your vision and inspiring challenge
- Transform the 'impossible' into feasible pathways
- Clarify accountabilities/next actions
- Register for Accomplishment

Automatic and Self-Generated Listening

Automatic Questions

Self-Generated Questions

How?

What I like about that is…

Why?

What would that allow for?

Do I like it / not like it?

What can we build with that?

Is this good / bad?

What's the possibility in that?

Is this right / wrong?

What could that provide?

Does this fit / not fit with what I know?

What if . . .?

Does this make sense / not make sense
to me?

Tell me more…

Do I agree / disagree?

Do I believe / not believe it?

Questions/Conversations Shape Actions and Results

	Questions	Actions	Results
Reactive	*How could this happen?* *Who did it?* *Who messed up?* *What were they thinking?* *Why isn't anyone fixing it?*	past-based blaming punitive remedial defensive hiding	???
Analytic	*What's working?* *What's not working?* *What's missing?* *What can be improved?*	data-based diagnostic responsive focusing efficient immediate	incremental tactical
Generative	*What is possible?* *What would that allow for?* *Tell me more …*	forward-looking innovative creative aligning	breakthrough game-changing

Q: What percentage of your day is spent in various types of conversations?

Culture is largely a network of conversations and the assumptions through which they're filtered …
which conversation types do you encounter in which contexts?

Vision

Design Principles

Discontinuity

> *This vision is not an obvious extension from the present.*

> *I cannot see how to get there from here.*

Impact

> *This vision would benefit people, projects, or organizations that I care about.*

Inspiration, Commitment

> *This vision inspires me and can inspire others.*

> *I deeply want to make this vision a reality, even if I don't know how.*

How to Explore for Visions

Follow your passion.

> *What's truly important to me?*

> *What do I care about most deeply? Why?*

> *What would I like to accomplish more than anything else?*

Suspend constraints; explore discontinuities and big impacts.

> *If ANYTHING were possible, what would you envision for yourself and/or your organization?*

Explore possibilities your emotions would normally push you away from.

> *What crazy idea do I secretly cherish?*

> *What is a desirable future that is so far-fetched it makes me laugh?*

> *What opportunity would mean taking a chance, creating the unexpected, and scaring the heck out of myself?*

Exercise –Vision Design

1. **What looks impossible today, that if it were possible, would give you, your team, and/or the world a new future?**

_____

_____

_____

_____

2. **If this is successful, what will it allow for?**

_____

_____

_____

_____

Exercise –Barriers to Designing the Future

What might stop you from fulfilling those futures?

_____

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Exercise –Breaking Down Barriers

Barrier	Story/what the barrier means	Hidden Assumptions	Possible Interpretation

Breaking Down Barriers - Examples

Barrier	Story/what the barrier means	Hidden Assumptions	Possible Interpretation
I don't have any time.	Too many things on my plate….	It will take a lot of time. Scarcity	It does not need to take a lot of time.
No experience, perception of leadership, conservative mindset.	No one will listen. They won't buy in.	I can't communicate powerfully enough to influence them.	I could design a powerful conversation.
Not willing to take the risk	Might fail, lose credibility	I can't design this vision in a way that I will be successful.	Maybe the key is commitment; maybe it is possible to design a structure for fulfilling the vision.
Doubt motivated enough in the long run.	Will take too much time and energy – will lose my motivation	My feelings and thoughts determine my actions.	Maybe my actions are not a function of how I feel.
Others are dismissive	They're too busy, they won't listen, maybe not the right	I'm not a powerful communicator	It's possible that I could communicate powerfully.

	time		
Not enough time	I can't do it all – if I take on my passion my relationship will suffer.	Stuck in paradigm of 'balance' – one or the other vs. design it all, from a view of both/and	Maybe what's missing is designing it well.
I need more confidence	If I had more experience, more leadership training…	"If I knew *how*, then I would." Confidence is power.	Maybe the source of power is clarity about what I'm committed to.
Not enough time	I'm really busy and can't afford more than an hour or two a week on this. Any more than that would jeopardize the important deliverables I've already committed to.	- Progress right now requires more than two hours a week - I have to do the work myself - I can't safely transfer or recommit from my deliverables - I can't change scope or otherwise reduce the time my other tasks require	All of these are interpretations - not facts. The question is: what am I committed to?

A large percentage of barriers are subjective interpretations. They live for us as 'the way it is', the TRUTH; and shape our thinking, actions and the results we can produce. They shape the future we get to live in.

Creating Relatedness

Commitment

To build relationship, partnership, alignment, and trust.

Actions

- Speak authentically; declare a new future/vision.

- Listen for the future they are excited about—listen from 'on their side' for a breakthrough.

- Say what you like about their vision.

- Support the speaker in drawing a larger picture (tell me more, what will that allow for, etc.).

Outcome

A sense of partnership, alignment, and a clear vision for the future.

Creating Possibility

Commitment

To a breakthrough in thinking such that the vision occurs as possible.

Actions

- Explore: What are some possibilities for fulfilling that vision?

- Generate possibilities for fulfilling the vision and seeing more breakthrough ideas.

- Practice generative listening: listening for the gold, listening for possibilities.

- Acknowledge each person for their idea.

- Capture all ideas offered in your group.

Possibilities for Fulfilling the Vision

| |
| |
| |
| |
| |
| |

Outcome

The vision now looks more possible.

Creating Opportunity (Step A and Step B)

Step A – Inspiring challenge/outcome

Commitment

To shift the vision from possible to feasible (doable).

Actions

- Define possible outcomes that are specific (measurable, date-bounded) and inspiring.

Step B – Build pathways from the future (from the "top of the mountain")

Commitment

To transform/shift the inspiring challenge from possible to feasible (doable).

Actions

- Stand in the future having fulfilled the inspiring challenge.

- Ask "what happened" that allowed for that success—what final step took you to the top.

- Consider another one or two alternate final steps that could also lead to the top.

- Now, one path at a time, work back from each of the final steps and create a pathway of events back to the present.
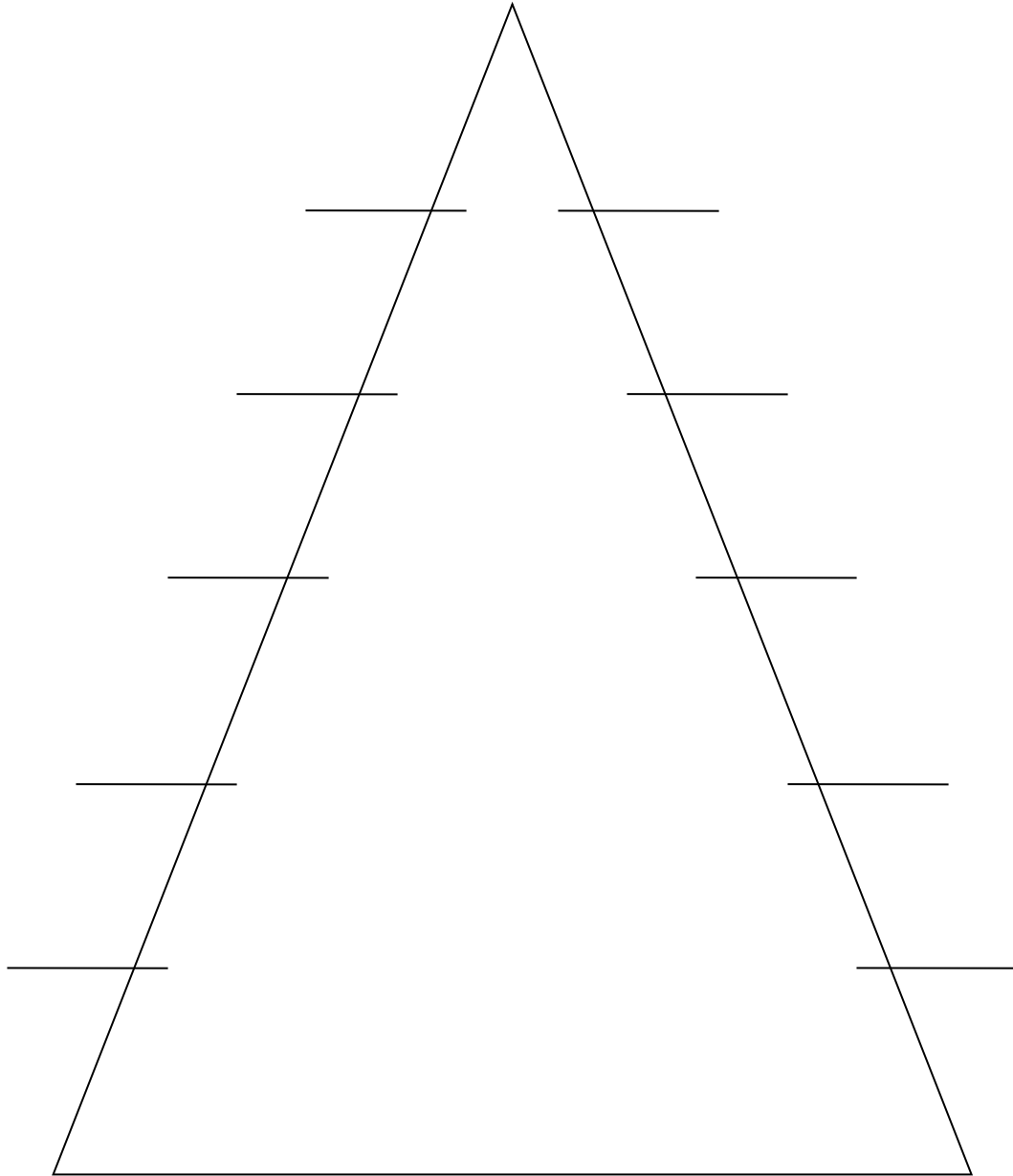
Outcome

Two or more possible pathways from the future for achieving the breakthrough outcome become visible.

The vision and inspiring challenge looks feasible.

Vision: _____

Inspiring Challenge: _____

Creating Actions

Commitment

To commit to actions (requests and promises) that are visible and powerful.

- **Action 1:** _____

    By when? _____

- **Action 2:** _____

    By when? _____

- **Action 3:** _____

    By when? _____

My committed listener(s):

Name	Phone/Email

- **Action 4:** Meet with listener(s)

    Date: _____ Time: _____ Place: _____

Register For Accomplishment

What was accomplished out of your participation?	What will that allow for in the future?	What was predictable had you not participated?	Who will you acknowledge for making this possible?

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Quotes - Inspirational

"The size of your dreams must always exceed your current capacity to achieve them. If your dreams do not scare you, they are not big enough."   - Ellen Johnson Sirleaf

"I am not afraid…I was born to do this."   - Joan of Arc

"The meaning of things lies not in the things themselves, but in our attitude towards them." - Antoine de Saint-Exupery

"Whatever you can do or dream you can, begin it.
  Boldness has genius, power and magic in it."   - Goethe

"Leaders have an unrelenting lack of respect for reality."

"Life is either a daring adventure, or nothing."   - Helen Keller

"If you are not in awe of the possibility in front of you, it is probably not a large enough opportunity."
          - Barbara Fittipaldi

"The power in organizations will not come from proce**ss**; it will come from the relationships of people."
          - Margaret Wheatley

"Vision without action is only a dream.
  Action without vision just passes the time.
  Vision with action can change the world."   - Joel Barker

"Imagination is more important than knowledge."   - Albert Einstein

"This is the true joy in life, the being used for a purpose recognized by yourself as a mighty one; the being a force of nature instead of a feverish clod of ailments and grievances complaining that the world will not devote itself to making you happy."   - George Bernard Shaw

"A great many people think they are thinking when they are merely re arranging their prejudices."
                                - William James

"If a little dreaming is dangerous, the cure for it is not to dream less but to dream more, to dream all the time."   - Marcel Proust

Quotes – No Possibility

There is no reason anyone would want a computer in their home.
[Ken Olson, President, Chairman and founder of digital Equipment Corp., 1977]

But what is it good for?
[Engineer at IBM commenting on the microchip, 1969]

Among those they [Larry and Sergey of Google] called on was friend and Yahoo founder David Filo. Filo agreed that their technology was solid, but encouraged Larry and Sergey to grow the service themselves by starting a search engine company. "When it's fully developed and scalable," he told them, "let's talk again." Others were less interested in Google, as it was not known. One portal CEO told them, "As long as we're 80 percent as good as our competitors, that's good enough. Our users don't really care about search." [Google Milestones, 1998]

I think there is a world market for maybe five computers. [Thomas Watson, Chairman of IBM, 1943]

The wireless music box has no imaginable commercial value. Who would pay for a message sent to nobody in particular?
[Response to David Sarnoff's urgings for investment in the radio, 1920s]

Heavier-than-air flying machines are impossible. [Lord Kelvin, President, Royal Society, 1895]

This 'telephone' has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us. [Western Union internal memo, 1876]

The concept is interesting and well informed, but in order to earn better than a "C" the idea must be feasible.
[Yale University management professor in response to Fred Smith's paper proposing reliable overnight delivery service. (Smith went on to found FedEx.)]

We don't like their sound, and guitar music is on the way out.
[Decca Recording Co., rejecting the Beatles, 1962]

Who the hell wants to hear actors talk?
[H. M. Warner, Warner Brothers, 1927]

Stocks have reached what looks like a permanently high plateau.
[Irving Fisher, Professor of Economics, Yale University, 1929]

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Vocabulary – Innovative Leadership

Barrier – barricade, roadblock, obstruction, deterrent, handicap, hindrance

A barrier is anything that impedes movement.

Our meaning - *Generally, it is our assumptions, stories from the past or fears that stop us from moving forward.*

Being related – connected, familiar, acquainted

Being linked or connected by commonalities, kinship (family) or origin.

Our meaning – *A sense of partnership and trust, creating affinity in a relationship, as if you had a commitment to impacting their success in life; think of your relationship to your children or family members.*

Breakthrough – significant discovery, development or advances, removal of obstructions or restrictions

A Breakthrough is a sudden, significant solution to a problem or challenge.

Our meaning - *To intentionally cause unprecedented results or accomplishments in an area previously thought impossible.*

Breakdown - disruption, interruption, collapse, failure

A breakdown stops the intended action, generally considered a negative thing.

Our meaning – *When challenged with designing breakthrough results, inevitably there is a gap or shortfall between the result and the commitment. It is an opportunity to look for what is missing and provide that in order to continue creating breakthroughs.*

Content – information, data, understanding, analysis, concepts, explanations

Context – background, environment, framework, setting or situation surrounding an event

A context is a set of facts or circumstances, which surround an event or situation.

Our meaning – *In language, it refers to mindset, frame of reference, culture, cultural beliefs and assumptions, which determine its interpretation.*

Conversation – oral communication, mostly descriptive and past-based
> **Our meaning** - future-based conversations, committed conversations (as distinct from automatic conversations), conversations that create possibility, opportunity and move people to action. Inquiries.

Generative – creative, having the power to originate

Intention - meaning, purpose, goal, objective, target or plan
> Intention is an anticipated outcome.

Mindset – attitude, belief, outlook, state of mind, frame of mind, conviction
> A mindset affects attitudes and determines how we respond to a situation.
> **Our meaning –** *A hindering way of thinking or viewing something which keeps us trapped or paralyzed and impedes moving forward; effectively keeping us inside a box.*

Process - methods, tools, techniques, style, skills, systems, how to **do** something, practices

Transformation – change, alteration, conversion, makeover
> Transformation is a change from one thing to another.
> **Our meaning –** *A fundamental shift in who we are being, often includes the way we think, act and speak.*