



# The Development Center

*Because Complex Problems Require Thoughtful Solutions*

## ***Our Approach***

The Development Center works in the areas of leadership and organizational development. Our work is distinguished by its in-depth perspective, which accelerates lasting change.

We work in the private, public, and not-for-profit sectors. To this we bring experience with a variety of cultures. For large projects we have a cadre of consultants that we call on to help clients meet their leadership and organizational goals.

Our approach recognizes that for people or organizations to change or grow it is necessary to work with systems and beneath the surface. This perspective unleashes the motivations of individuals and organizations for effective change and directly addresses obstacles to growth.

## ***Leadership Development***

### **For Senior and Emerging Leaders**

We work with senior leaders who have broad leadership responsibilities, emerging leaders to help them prepare for major work roles, and leaders transitioning to a new role. We do this through executive and leadership coaching and organizational role analysis for individuals and in groups. Each engagement begins with an assessment that continues throughout our work together.

For organizations we design and deliver customized development programs, experiential learning models, working groups, and coach teams for effectiveness. The Development Center also offers a broad range of workshops and lectures on leadership that are open to the public. Our workshop leaders and lecturers are nationally and internationally renowned. Whether working with individuals or organizations they bring fresh insight and analyses to timely and relevant topics.

### **For Executive Coaches and Organizational Consultants**

We work with experienced coaches and consultants who wish to hone their skills, deepen and broaden their approach, or are in the midst of complex and often delicate engagements. This is usually done through individual coaching and learning groups.

## ***Organizational Consultation***

### **For Organizations and Work Groups**

We partner with leaders and their organizations to find their own solutions to problems that are difficult to solve. Each consultation begins with an assessment which continues throughout the engagement. Together the consultant and client analyze the organizational system, its context, its parts,



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and their relationships to one another. We also take into account personal and interpersonal dynamics. Our approach has a strong theoretical and experiential base that has been well tested and results in practical solutions and lasting change. The leader's knowledge of his or her organization is an important ingredient in success. Therefore we design the engagement so that s/he can use this to implement changes through their daily activities and sustain the organizational growth which is achieved.

Our areas of expertise include organizational analysis, organizational and cultural change, and strategy. By addressing the root causes of organizational challenges using systems and psychodynamic perspectives organizations often achieve breakthrough innovations, energy for growth, and pervasive and wide-ranging change.

## **For Teams and Boards**

The Development Center also works with leaders to design, build, and lead high performance teams whose work surpasses organizational goals. Our focus is on what is necessary to build a high-performance team or board — the conception of purpose, recruitment and formation, setting direction, planning and decision making, offering opportunities for members to use their skills and take new leadership roles, holding people accountable with freedom to do their work, anticipating political potholes, executing tasks within an organization's culture and context, and incorporating learning and evaluation.

Our stance is as a participant observer. Being a participant helps us understand what it is like being part of a particular team. As observer, we gain enough distance to see patterns and not get caught up in "group think." This approach provides us the opportunity to observe member's leadership styles, interpersonal skills, and the team's dynamics.

Team and board coaching is contextual coaching. We work with the team leader to prepare for and lead meetings and ongoing work. In the team setting we observe, assess, and make group and leadership interventions to move the work forward and for leadership learning. Our experience tells us and research has confirmed that teams coalesce through working towards a common goal.

We work with the knowledge that that team participation is different from traditional leadership and followership. In teams, persons are encouraged to take up their own authority, openly offer their expertise and support that of others, make decisions together, and trade off roles as needed.

## **The Development Center**

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