

WHITE PAPER

THE LEADER BEING STRENGTH INDICATOR[®]

AN EMBODIED METHOD
FOR ASSESSING PEOPLE'S TALENTS



WHITE PAPER

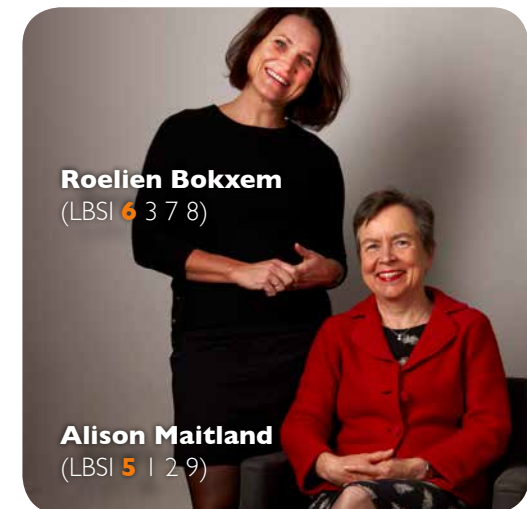
THE LEADER BEING STRENGTH INDICATOR[©]

AN EMBODIED METHOD
FOR ASSESSING PEOPLE'S TALENTS

PUBLISHED SEPTEMBER 2017

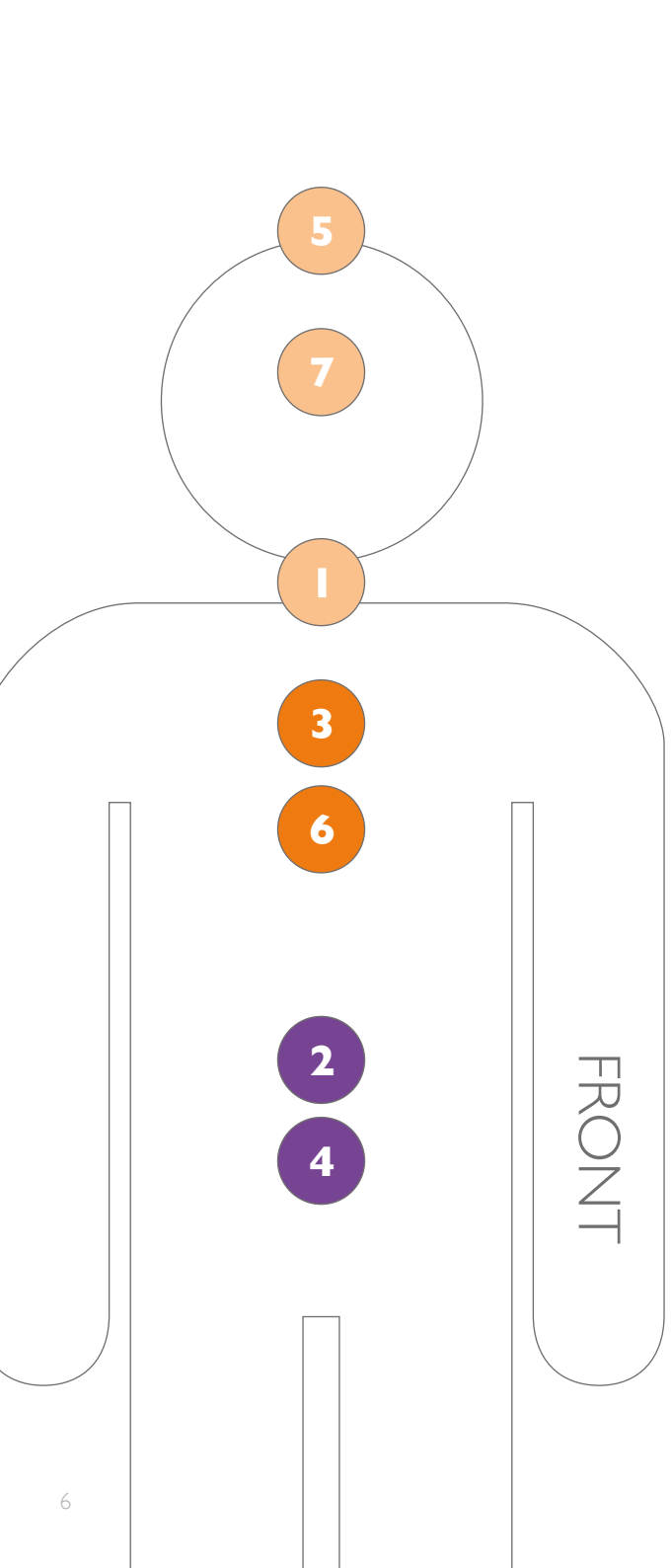
This white paper was written and produced over the course of a year by author and journalist Alison Maitland, and Roelien Bokxem, co-founder of PresenceAtWork. Photography is by Frank van Driel. Both Alison and Frank are alumni of PresenceAtWork's collective leadership programme. Graphic design by Today's Team.

www.alisonmaitland.com
www.frankvandriel.com
www.todaysteam.nl







SUMMARY

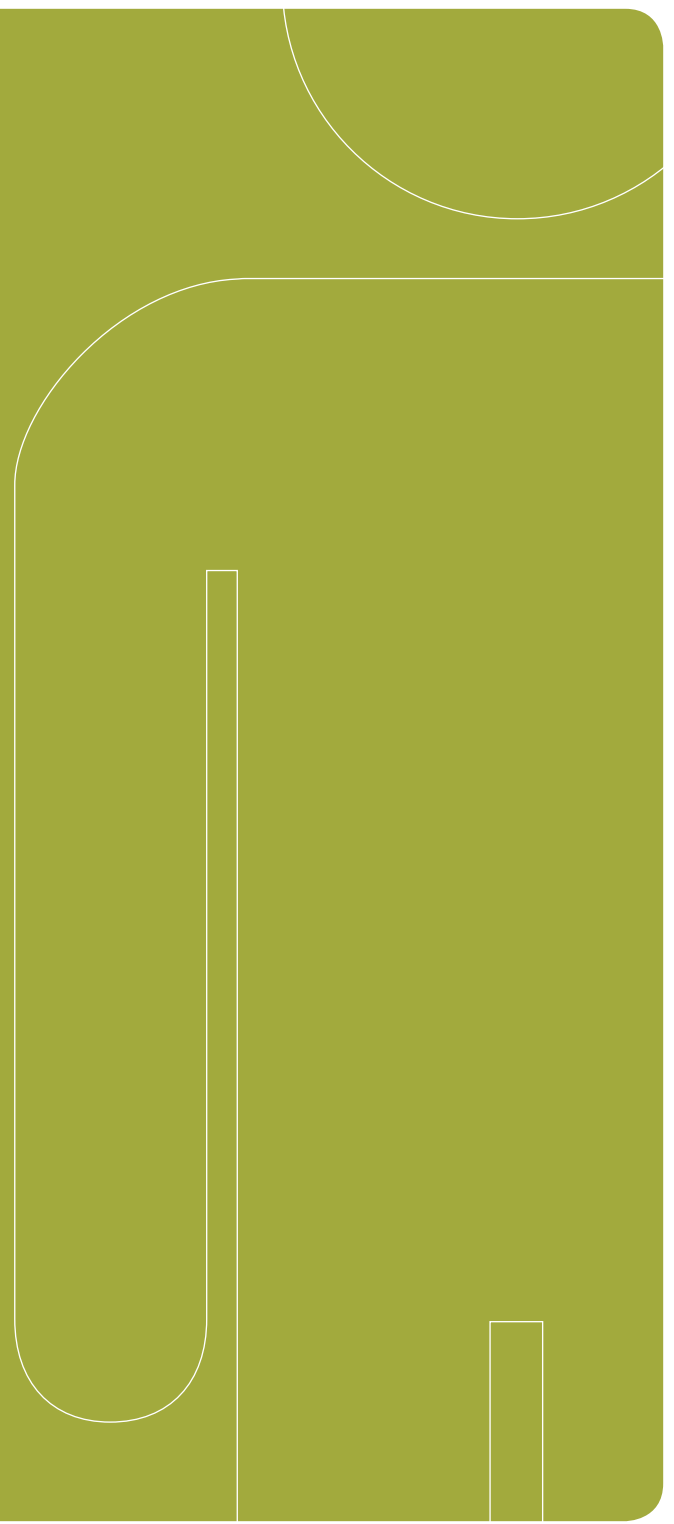
Critical to the Collective Leadership approach developed by PresenceAtWork is the body-centred assessment methodology known as Leader Being Strength Indicator® (“LBSI®”). This paper describes LBSI for clients, prospective clients, and anyone curious to know more. It explains how LBSI assesses strengths, impacts individual and team performance, and prepares people for the higher level of leadership that is needed in a demanding and volatile world.



CONTENTS

FOREWORD	8
THE LEADER BEING STRENGTH INDICATOR	
FAST EMBODIED INSIGHTS INTO DIFFERENT LEADERSHIP STYLES	10
HOW THE LBSI TEST WORKS	12
'YOUR BODY KNOWS BEST WHO YOU ARE' <i>Testing the whole body, not just relying on the brain</i>	16
DEVELOPING LEADERS WITH HIGHER-LEVEL SKILLS	20
'YOU NEED PROFILES DIFFERENT FROM YOUR OWN TO BE SUCCESSFUL' <i>Training people to lead by understanding whole team dynamics</i>	22
 CASE STUDY: TEAM-BUILDING	24
 CASE STUDY: EMOTIONALLY INTELLIGENT LEADERSHIP	26
SUPPORTING STRATEGY, CHANGE AND CONSOLIDATION <i>Mapping strengths to address changing circumstances</i>	28
 CASE STUDY: TRANSFORMING A BUSINESS	30
 CASE STUDY: DEEPENING A CLIENT RELATIONSHIP	32
WHAT IS NEXT FOR LBSI	34
ACKNOWLEDGEMENTS	36
WHO WE ARE	37

FOREWORD



Many people have asked us over the years to produce a paper explaining our proprietary assessment methodology, the Leader Being Strength Indicator (“LBSI”). It is at the heart of our Collective Leadership work. LBSI has already deeply impacted the lives of over 1,000 pioneers around the globe. Many of them have encouraged us to claim our space in this new field of embodied leadership in service of personal, team and organisational development.

Explained in the simplest way, LBSI is a profiling methodology to help you understand yourself, the people around you and the dynamics of your team. However, such a simple description greatly underplays how distinctive and innovative LBSI is.

So what is it really? It is a unique method of assessing people’s strengths, talents and preferences by connecting people to their full embodied intelligence in head, heart and gut. This capability is inside all of us, waiting to be accessed and released, if only we knew how. LBSI is experiential and focused on wholeness, not on labeling people or putting them in boxes, and it powerfully creates visibility of the systems of which we are a part. These are what make it unique.

In this paper, 10 of our early frontrunners share their experiences of what LBSI means to them, how they use it, and how it has impacted them professionally and personally. Author and former Financial Times journalist Alison Maitland, an alumna of our Collective Leadership programme, found beautiful words to capture their deeply felt experiences.

If you want to anticipate what the future holds, grow your embodied capacity and transform your organisation, here is where it starts!

Roelien Bokxem and Jane Weber, PresenceAtWork founders



Jane Weber
(LBSI 1 2 5 9)
Principal
PresenceAtWork
Asia Pacific

Roelien Bokxem
(LBSI 6 3 7 8)
Principal
PresenceAtWork
Europe

THE LEADER BEING STRENGTH INDICATOR

FAST EMBODIED INSIGHTS INTO
DIFFERENT LEADERSHIP STYLES

To begin with, Australian businessman Adam Degnan was deeply sceptical about the body-based assessment known as LBSI[®] - or Leader Being Strength Indicator[®]. During the test, he even tried to 'trick the system' to prove its unsuitability for Enware, the manufacturing company he runs on the outskirts of Sydney.

Not only was he unable to outwit the assessment, it also identified his strengths in a way he had never experienced before. His attitude changed immediately. 'It was the single most effective assessment opportunity I'd ever come across,' he says. 'It was so accurate and made so much sense. It informed me just how different I am to those around me. It gave me a framework to understand where I stood among my peers.'

The innovative LBSI technique, which identifies people's strengths by testing how much physical pressure they can absorb, standing in different postures, is central to PresenceAtWork's specific approach to leadership development, offered under the name 'Collective Leadership'.

It gives people deep insights into their personal strengths and impact, and those of others in their team, which they can use to enhance the performance of the whole team.

The experience opened Adam's eyes to the disruptive impact of his high-energy work pace on those around him. 'Previously I was completely blind to this,' he says. 'The slow pace of one team member was driving me insane. Discovering our different profiles turned the whole thing on its head. I realised I was the one driving him insane! It was nothing short of profound.'

As Adam's comments demonstrate, the LBSI assessment provides immediate revelations about people's preferred leadership styles and how to work better together.

The methodology stands out from other types of leadership assessment in the following ways:

1. It uses information gained from the whole body - not just the brain - and supports people to grow into their wholeness, integrating head, heart and gut intelligence;
2. It supports people to 'read the system' - the human dynamics within the whole team - and to lead using that knowledge; and
3. It maps the constellation of profiles in a team to show how different strengths can be used to meet changing circumstances.

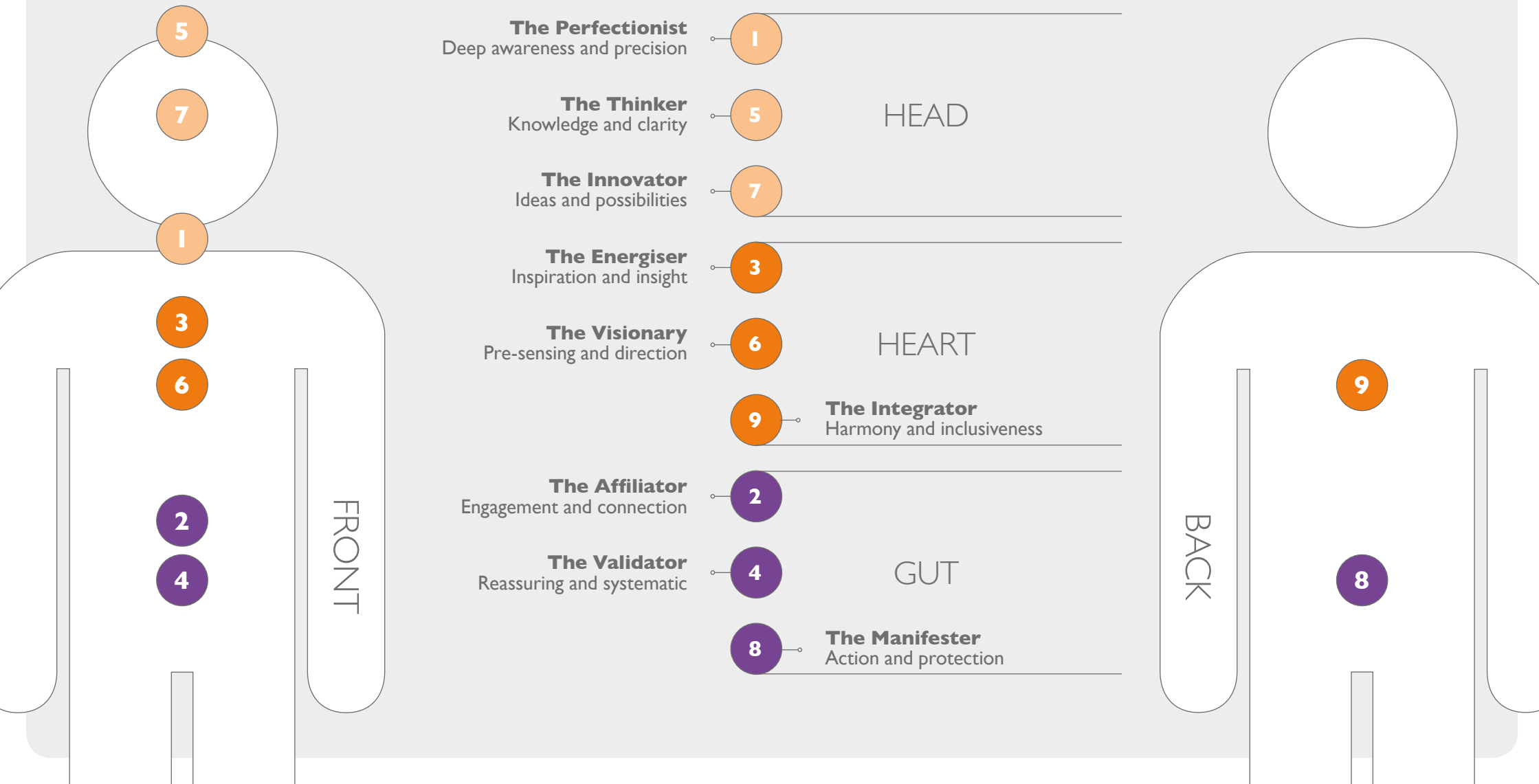
'LBSI starts with being aware of one's own and others' strengths, talents and challenges,' says Jane Weber, one of the founders of PresenceAtWork. 'It continues by presenting a view of the whole team's strengths, talents and challenges.'

Roelien Bokxem, her co-founder, explains: 'By making the system visible, leaders become aware of how to intervene to achieve remarkable things together. No other leadership programme that we know of is able to create this level of systems awareness and adaptability.'

Each distinctive feature of LBSI is explained in detail below and illustrated with examples of leaders who are using this approach in their teams and businesses. First, we look at how the assessment is carried out.

HOW THE LBSI TEST WORKS

LBSI tests nine 'power centres' in the body, which represent nine different areas of strength. These are identified as follows:



The test uses a martial arts approach. The LBSI practitioner and candidate stand facing each other, with their feet apart and one foot in front of the other to ensure they are both well grounded and balanced. The practitioner asks the candidates to concentrate all their attention on one part of their body at a time, for example, the solar plexus or the top of the head. Candidates are also asked to focus their eyes in a particular way for each posture, e.g. soft focus, direct eye contact, or looking into the distance.

Placing hands on the candidate's hands or shoulders, the practitioner starts to push, gradually increasing pressure, until either the candidate gives way or the practitioner can push no harder.

For the candidate, this is not about physical strength, or pushing back. It is about being centred and grounded. The postures in which the candidate is able to absorb the force of the practitioner while remaining solid and balanced represent his or her strongest centres - and greatest areas of talent. Those in which he or she quickly gives way are the lesser talents.

Describing her personal experience of how it feels, Mariëlle van de Merbel, a senior manager at ASR, a leading Dutch insurance group, says: 'In some positions, I couldn't give any pressure back. In others, even if an elephant had been pushing me, I could have held my ground.'

The assessment identifies four main areas of strength in each individual, and these make up their 'profile'. Candidates receive a personal report setting out their strongest four of the nine dimensions, the dominant number marked in bold and representing their greatest talent: e.g. LBSI **6** 2 3 7. The report explains in detail what characteristics each number represents, and how to develop these strengths fully and use them effectively in a group or team.

LBSI focuses on developing people's natural strengths - all nine are regarded as important for leadership teams - and also overcoming their 'shadow' side. The report explains the dynamics and characteristics of the talents that people naturally contribute, as well as the challenges that an individual may need to overcome, or work hard to keep under control, to contribute positively to the team.

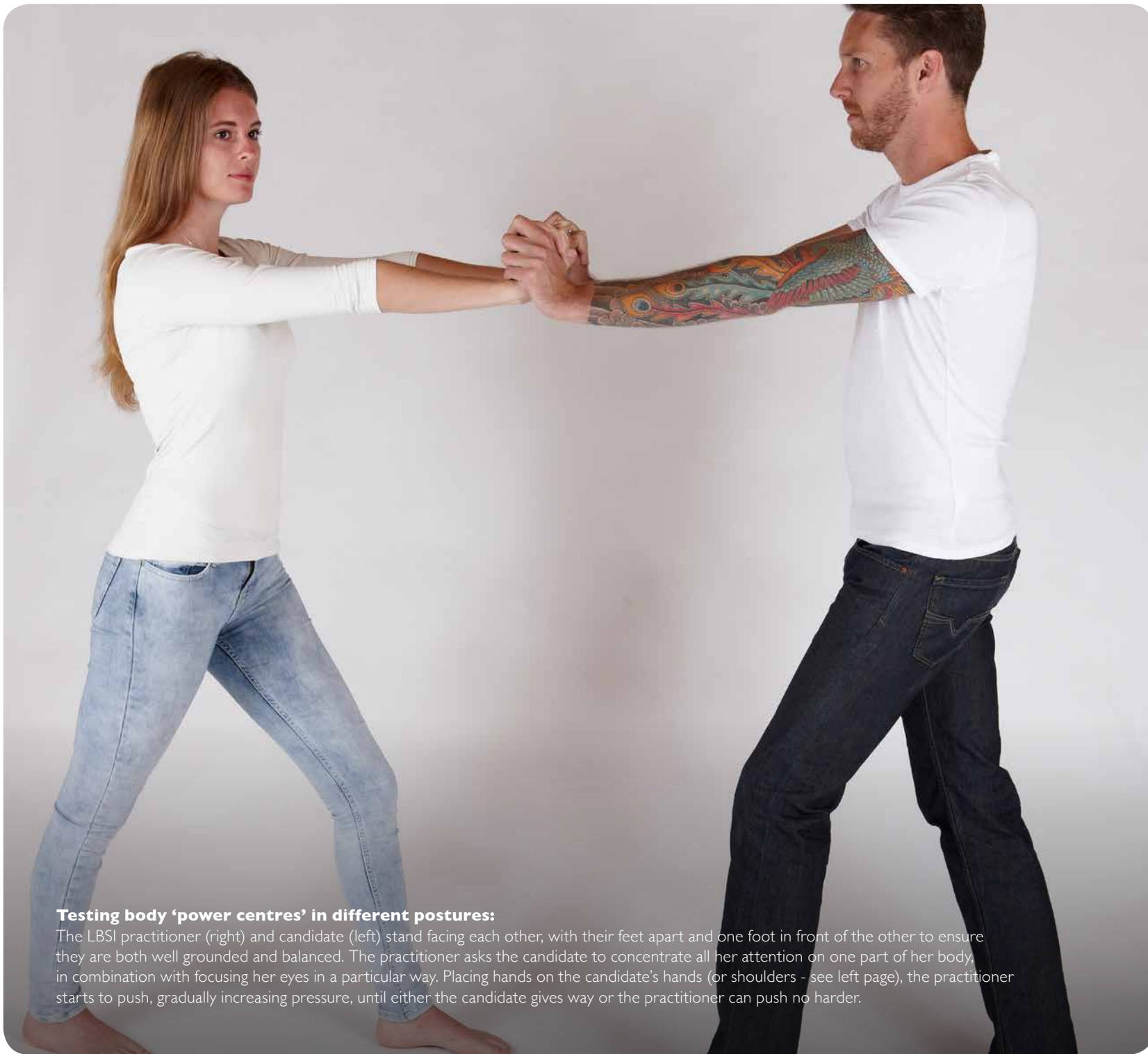
Potential challenges for a strong Perfectionist (LBSI 1), for example, are a desire for control and a fear of failure, which can lead to underperformance. A strong Energiser (LBSI 3) needs to be acutely aware that it is a small step from deep insight to manipulation. An urge for results may lead a strong Manifestor (LBSI 8) to become overly rigid and dominating.

Over 1,000 people from a wide range of organisations around the world have been assessed, creating a large database of experiential evidence about the methodology. Leaders at large and small companies are using LBSI to understand how best to coach and deploy their people.

We talked to 10 of these leaders about the impact that LBSI has had on them personally, on their close working relationships, and on the dynamics and performance of their teams. The profile of each person appears in brackets after their name, and there is a quick reference guide to the profiles on p. 12.

As our interviews show, LBSI offers an easy, non-judgmental language to describe people's natural preferences and the contribution they can make in different situations, such as forming a new team, strategic planning, addressing difficult work relationships, or transforming a business model.

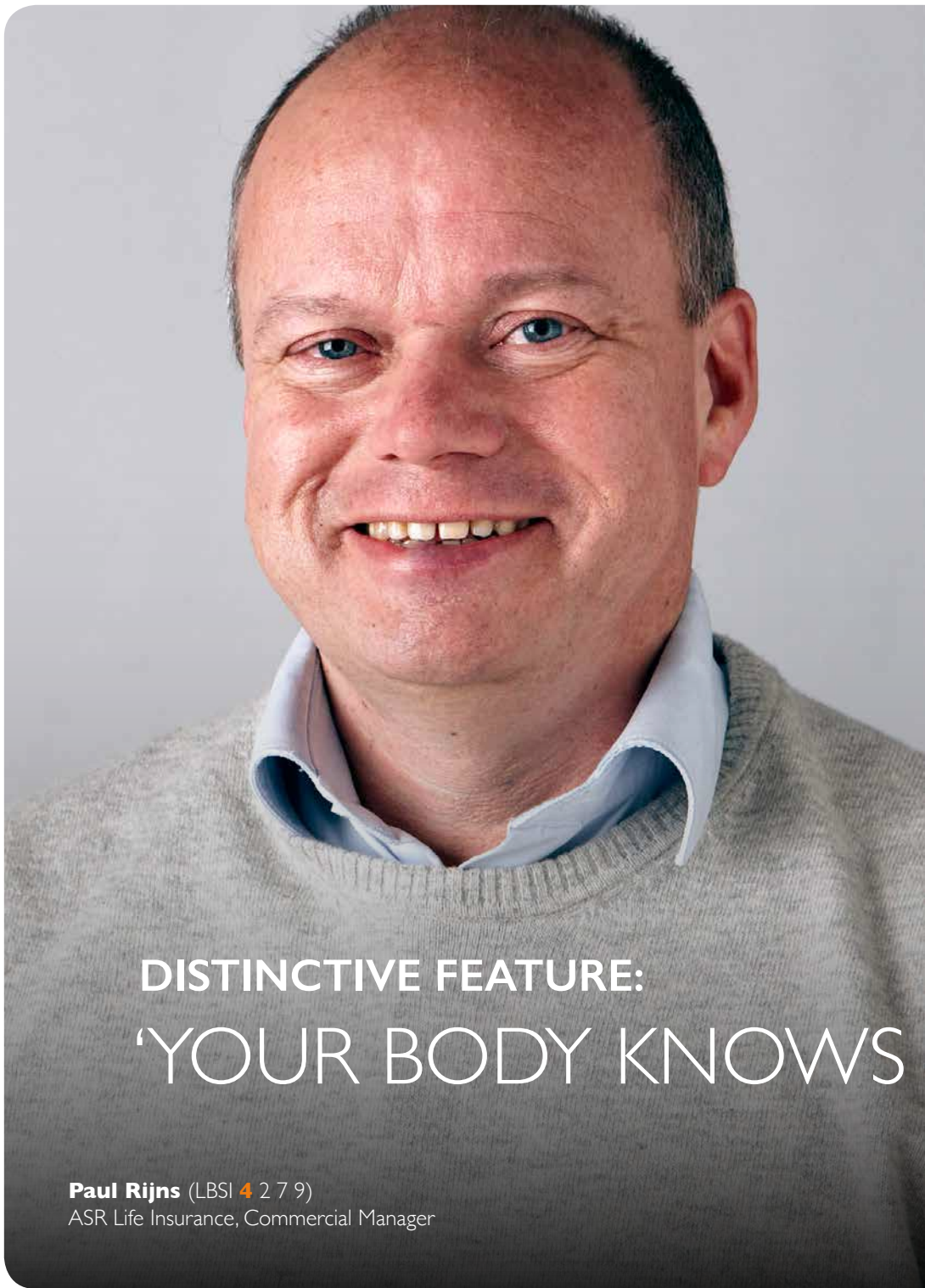




Testing body 'power centres' in different postures:

The LBSI practitioner (right) and candidate (left) stand facing each other, with their feet apart and one foot in front of the other to ensure they are both well grounded and balanced. The practitioner asks the candidate to concentrate all her attention on one part of her body, in combination with focusing her eyes in a particular way. Placing hands on the candidate's hands (or shoulders - see left page), the practitioner starts to push, gradually increasing pressure, until either the candidate gives way or the practitioner can push no harder.

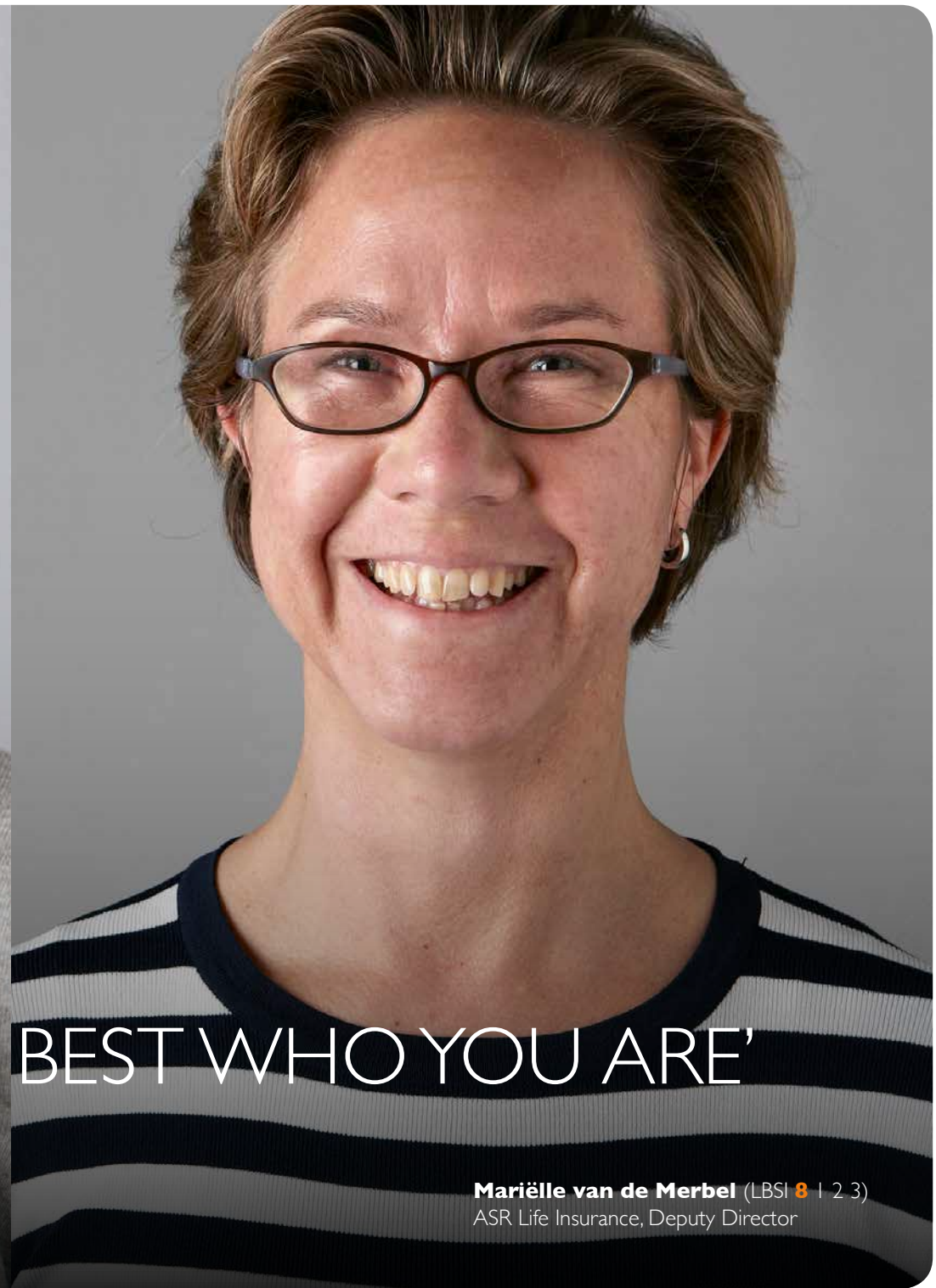




DISTINCTIVE FEATURE:

'YOUR BODY KNOWS BEST WHO YOU ARE'

Paul Rijns (LBSI 4 2 7 9)
ASR Life Insurance, Commercial Manager



Mariëlle van de Merbel (LBSI 8 | 2 3)
ASR Life Insurance, Deputy Director

The first distinctive feature of LBSI is that it tests the whole body rather than just relying on the brain to complete a personality questionnaire. 'Learning through the body is extremely fast, faster than the head; people rapidly absorb the insights that they gain from experiencing them physically,' explains Roelien Bokxem (LBSI 6 3 7 8).

'When something is learned or felt within the body, just like a baby learning to take its first steps, it is never forgotten.'

Because the test is, unusually, centred on the body, the prospect of doing it often raises questions or doubts in people's minds.

'It's a bit surprising before you start the exercise because most assessments are based on questionnaires,' says Denis van Roey (LBSI 1 2 3 7), CFO of Vinventions, a US wine and spirits company. 'But at the end, I was not surprised at all by the result, and that gives me a lot of trust in the assessment, because you cannot cheat. With a questionnaire, depending on the position you are applying for, you know which directions you want to go with the answers.'

Hermen Koole (LBSI 6 5 8 9), co-owner of Ygrec, a Dutch business consultancy, had doubts about how precise the measurement would be. 'But as I watched others in my team experiencing it, I was flabbergasted,' he says. 'It provided a lot of confirmation, but also new insights that were the last pieces of the puzzle about my colleagues' and my own profiles.'

Whether people approach it with curiosity or scepticism, LBSI can produce life-changing revelations. This was the case for Paul Rijns (LBSI 4 2 7 9), commercial manager in the life insurance and banking division of ASR, the Dutch insurance company.

'I discovered part of myself that I'd hidden for 36 years,' he says. 'When I was 12, all kinds of difficult things were happening in my life, and I found it easier to deal with them by hiding my emotions. I can see now that I relied on my Affiliator (LBSI 2) because this meant I didn't have to feel things so deeply. The LBSI 2 is really good when you're in sales because it's about connecting on the surface and making contacts, and I was very good at that.'

'Through LBSI, however, I discovered that the Validator (LBSI 4) was my strongest dimension. No one, especially me, would have told you that I was a Validator. The other numbers - LBSI 2, 7 and 9 - yes; but never an LBSI 4, which tends to be centred on the inner self. It was such an insight to discover that your body knows best who you are. When my LBSI 4 was revealed, I couldn't talk about it without tears. I had been suppressing deeper emotions for so long.'

The discovery has enabled him to play a wider range of roles at work. A Validator typically brings calm and reassurance, enabling others to become more aware of their own inner knowing. Paul says he used to talk a lot in meetings, dominating the space, but is now comfortable saying nothing and listening, if this suits the situation.

'A lot of colleagues have good ideas, and maybe I stopped others from bringing something useful into the meeting,' he says. 'Now I can really hear and appreciate what colleagues say. It brings more stability and peace to the group.'

For Paul's manager, Mariëlle van de Merbel (LBSI **8** 1 2 3), who is deputy director of life insurance at ASR, the assessment revealed that her strengths were not as common as she had assumed.

She discovered her powerful ability to sense what is happening in a group, not using words or logic. This is her Energiser (LBSI 3). 'I would sometimes get this feeling in a room, but I didn't know that other people didn't get it,' she says. 'If you think that everybody is reading the same thing in the room but nobody else reacts to it, you can be disappointed or even suspicious. It was useful to find this out.'

Roelien Bokxem stresses the significance of these self-discoveries.

'Understanding your strengths - that you're ok, that you're talented in what you have - gives people a tremendous sense of their core value and the confidence to want to step in and contribute to the group.'

Often people hide or play down one of their strengths because they assume it is unimportant, or because circumstances cause them to emphasise a different trait more typically associated with leadership.

Katherine Woodhouse (LBSI **2** 6 7 9) is the UK-based Director of Quality for Skanska. She says she hid her Integrator (LBSI 9) until she discovered LBSI and Collective Leadership. 'I'm a primary Affiliator (LBSI 2), but I have learned to embrace my LBSI 9,' she says. 'People like having the Integrator around, but it's not usually recognised as a leadership strength. It was cathartic to realise that my inclusiveness is powerful, and a required leadership trait that builds better teams and performance.'



Roelien Bokxem (LBSI **6** 3 7 8)
PresenceAtWork Europe, Principal



Denis van Roey (LBSI **1** 2 3 7)
Vinventions, Group CFO



Hermen Koole (LBSI **6** 5 8 9)
Ygrec Finance, Co-Founder



Katherine Woodhouse (LBSI **2** 6 7 9)
Skanska, Director of Quality



Preparing to test the Validator (LBSI 4):

The LBSI practitioner (right) asks the candidate (left) to concentrate all her attention on her lower abdomen, a place of inner reflection and calm, with no eye contact.



Testing the Validator (LBSI 4):

The LBSI practitioner (right) and candidate (left) stand facing each other, with one foot in front of the other. While the candidate focuses all her attention inside, on the lower abdomen, the practitioner starts to push, gradually increasing pressure.

DEVELOPING LEADERS WITH HIGHER-LEVEL SKILLS

To deal with the complexity and volatility of the world, leaders must do more than simply develop horizontally by accumulating more of the same type of skills and knowledge. Today's challenges call for 'vertical development', as Nick Petrie of the Center for Creative Leadership ("CCL") has argued. This means developing 'the ability to think in more complex, systemic, strategic, and interdependent ways'.

Adult learning is typically focused on the brain. Accessing and using the information from our whole bodies is a powerful way to develop vertically, says Roelien Bokxem. 'For many people, it's a huge, scary step to show vulnerability and accept turbulent emotions. But the armour we build around our hearts to not feel these unsettling emotions prevents us from accurately sensing things, so we don't pick up signals from human dynamics and the broader environment as well as we should. This is essential in order to be attuned to the collectives we are part of and our emerging future.'

Developing higher-level skills, important in itself, is also becoming more urgent as advances in artificial intelligence dramatically alter the landscape of work. Many experts argue that inter-personal skills will become increasingly valuable as machines take over complex tasks previously done by people. These important human skills include creativity, empathy, sensing group dynamics, and being able to inspire others. 'However smart you are, your emotional intelligence and adaptability are greater determinants of your effectiveness than your cognitive intelligence,' says Roelien.

As she and Jane Weber developed their model, they became convinced that accessing information from the heart and gut areas as well as the head would enable people to cope better with complexity. They would be more intuitive, open to different perspectives, and better at empowering others to step into leadership to achieve collective goals. 'This provides exciting new levels of awareness and insight,' says Jane.

Their whole-body approach attracted the attention of Nick Petrie when he was researching for a paper on vertical leadership development. 'The most thought-provoking idea I came across in this research was that our memories, fears, and ambitions are not just stored in our head but carried in the cells of our bodies,' he says. 'The body has been much neglected in leadership development. I have a strong feeling that this will change.' PresenceAtWork has collected extensive data about the impact of LBSI from testing, observing and interviewing people in different team settings. Their methodology draws on both ancient and modern approaches, including the chakras of Indian spiritual thinking, the martial art of Aikido, and the nine personality types of the Enneagram model of the human psyche.

Each of the nine LBSI strengths is located in one of three 'information centres' in the body - head, heart, and gut. Some people's profiles have predominantly head, heart or gut strengths, while others have strengths across all three information centres.

Roelien and Jane also discovered a preferred pace and rhythm for each profile dimension, e.g. working in rapid, short bursts of activity, or working at a slow, steady pace. On top of this, they observed that each dimension was associated with a preferred 'operational energy' - anticipating, driving, or holding energy.

Different types of energy can complement each other in working relationships. For example, Mariëlle van de Merbel's profile is predominantly one of driving energy - she mobilises people for action and results. Her team member Paul's profile is split between anticipating and holding energy. He is good at picking up signals and connecting people, and he brings harmony to the team.

LBSI has made it easy for the two of them to understand how they can support each other at work. 'Mariëlle is very forceful and effective with her Perfectionist (LBSI 1), Energiser (LBSI 3) and Manifester (LBSI 8), and helps me to execute things,' says Paul. 'She adds this to my Validator (LBSI 4) and Affiliator (LBSI 2) strengths.'

Mariëlle says Paul provides a counter-balance to her driving nature. 'I tend to become calmer with him,' she explains. 'I just have to sit down next to him. He's very positive, good at problem solving, and creative. And with his Integrator (LBSI 9) and his seniority, he's able to give me a little pushback about what's happening in the team, for example that it's time we organised something nice for them. He has a natural feel for that.'

Emerging research on body intelligence

Recent research reveals the significance of different information centres in the body for understanding personality.

'Medical and neuroscience research show that we have powerful neural networks that form "information centres" or "intelligence centres" in our chest and abdomen areas, as well as in the brain,' says Jane Weber. 'Most of us do not know how to access these centres, yet we can be far more effective at finding answers when we are able to use our whole body intelligence.'

This is supported by growing evidence about the role of the vagus nerve, a major nerve with branches reaching virtually all parts of the body from the throat to the gut, which appears to play an important part in human responses and preferences. See the Porges Polyvagal Theory www.ncbi.nlm.nih.gov/pmc/articles/PMC1868418

Over 80% of messages transmitted by the vagus nerve go from the body to the brain, so the body tells the brain what is happening, not the other way round. See also www.jneurosci.org/content/34/21/7067

For further reading on gut and heart intelligence, you can also visit www.scientificamerican.com/article/gut-second-brain and www.heartmath.org/research

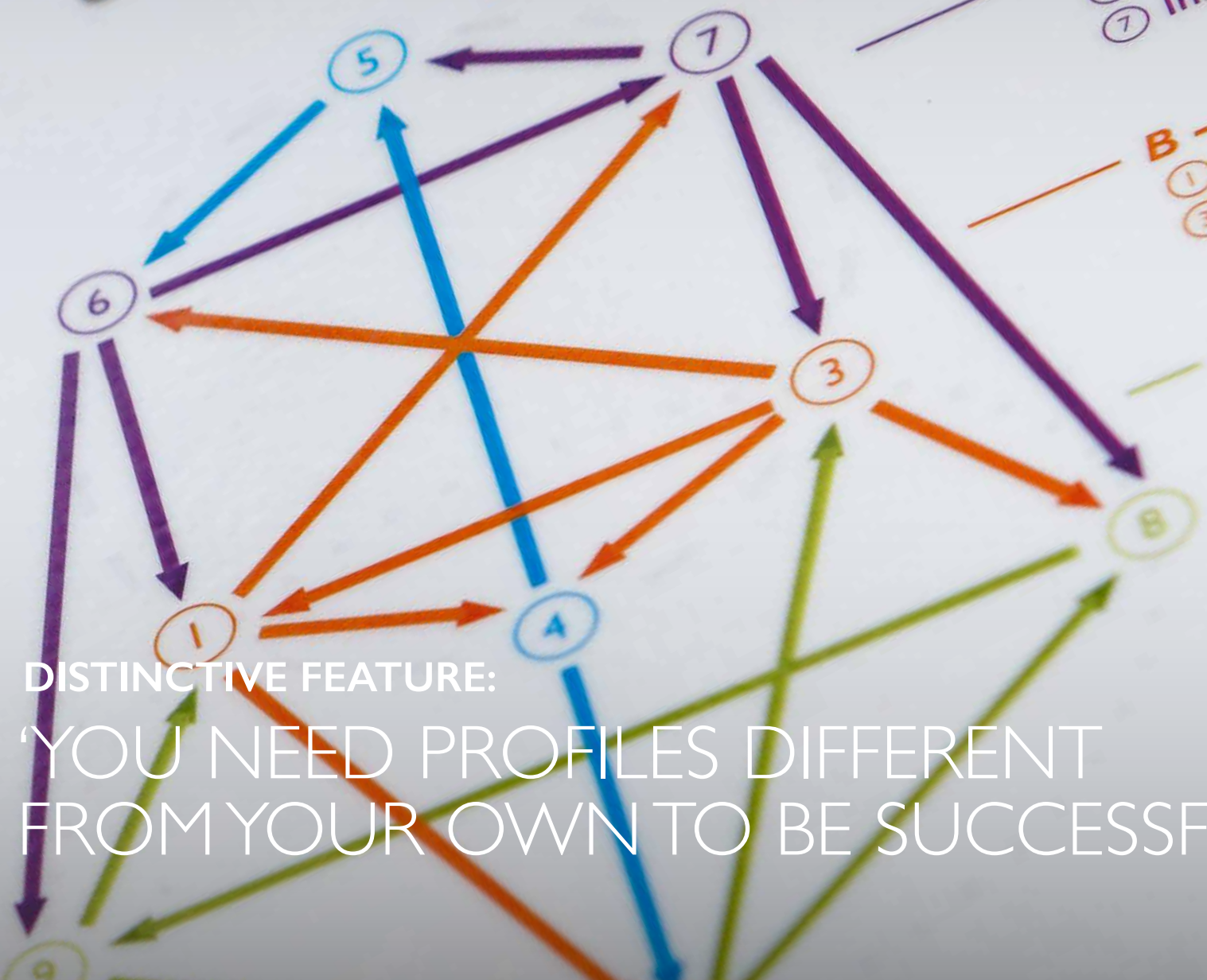
em Build Up an
Co-creating the

④ Think
⑤ Think

A - Vision
⑥ Visionary - Futurist
⑦ Innovator - Solutioner

B - Initiation
① Perfectionist - Proto
③ Energiser - Project

D - Realisation
② Affiliator - Netw
④ Manifester - In
⑤ Integrator - H



DISTINCTIVE FEATURE:
'YOU NEED PROFILES DIFFERENT
FROM YOUR OWN TO BE SUCCESSFUL'

The second differentiating feature of LBSI is that it trains people to lead by gaining a deep understanding of the dynamics of the whole team, in addition to their own profile. 'Being aware of and knowing how to leverage your own strengths, and the strengths of each team member, are critical factors in collective leadership,' says Jane Weber (I 2 5 9). 'When team members understand one another in this way, collective performance increases.'

It is important to state that LBSI profiles are constant over time, and that people can develop their areas of strength. Which of their strengths they use at a particular time depends on the context. For example, an individual with a strong Perfectionist (LBSI 1) and Thinker (LBSI 5) would use LBSI 1 to make fast business decisions, then switch into LBSI 5 for deep exploration and learning, depending on what is needed in a certain situation.

Understanding the nuances of one's own profile is a first step. The next is to understand and work with the profiles of other people.

Belgian CFO Denis van Roey (LBSI I 2 3 7) sees the LBSI assessment as a starting point for better collaboration. 'What's interesting is to work on the interactions between the different profiles,' he says. 'In LBSI, you understand that you need profiles different from yours. Depending where you are in the company cycle, you can see which people bring value to you and how you can bring value to other people. It's very important to have the right combination, whether you are early in the process, working on strategy, or later, working on execution. To be successful in these different steps, it's important that you don't all have the same profile.'

CASE STUDY

TEAM BUILDING

Bart de Goede (LBSI 7 2 3 5)
Ygrec Finance, Co-Founder

Hermen Koole (LBSI 6 5 8 9)
Ygrec Finance, Co-Founder

Demonstrating how LBSI informs his everyday decision-making, Hermen Koole (LBSI 6 5 8 9) gets out his smartphone to quickly check the profile numbers of each of his team. Hermen is co-owner and finance officer of Ygrek Finance, a small Dutch consulting firm that provides administrative services, financial advice and strategic planning for other entrepreneurs so they can concentrate on developing their core business.

The LBSI profiles that he has loaded onto his phone offer a neutral way to give people feedback and discuss what behaviour is needed, he says. 'The understanding and acceptance of the different profiles has resulted in more openness and a nicer atmosphere in the team.'

Co-founder and director Bart de Goede (LBSI 7 2 3 5) agrees, saying that the profiles are a shorthand way to talk about a person's characteristics. 'It makes it easier to explain what someone is like in a very few words.'

Understanding the constellation of profiles in the team has enabled Bart and Hermen to identify what strengths they need as they build the business. When they looked at their combined profiles, for example, they realised that the profile number LBSI 1 (the Perfectionist) was missing.

'An accounting and tax firm needs precise, punctual reporting and advice,' explains Hermen. 'We're sometimes too pragmatic, and we need structure.' As a consequence, they specifically sought people with the Perfectionist (LBSI 1) talent in their profile when they hired new recruits.

It has also helped them to work better together, taking the lead or giving way according to circumstances. 'I have the Affiliator (LBSI 2) and the Energiser (LBSI 3), so when it comes to sales and new ideas and making people enthusiastic, that should come from me,' says Bart.

'Hermen is better at bringing our team together. We had a meeting to look at progress on some new processes for scanning invoices and storing documents. I would have invited just the people who were important to the topics. Hermen brought everybody in, because we're also building a team. He said: "My Integrator (LBSI 9) invited everybody", and there was no need for further discussion.'

Hermen adds: 'After the LBSI assessment confirmed that Bart has a strong Innovator (LBSI 7) talent, I make more use of his creativity and pragmatic approach. When I'm in my Visionary (LBSI 6) or my Thinker (LBSI 5), I can be dreaming or thinking, and not solving issues. When I see that happening, I walk into Bart's room and say: I need your LBSI 7!'

CASE STUDY

EMOTIONALLY INTELLIGENT LEADERSHIP

Katherine Woodhouse (LBSI 2 6 7 9)
Skanska, Director of Quality

Johanne Greenwood (LBSI 1 2 3 7)
Schneider Electric (former), Program Director

The power of the insights gained through LBSI helps to develop more intelligent leadership. It acts as an aid to understanding what is going on beneath the surface, rather than jumping to quick conclusions. Johanne Greenwood (LBSI 1 2 3 7) and Katherine Woodhouse (LBSI 2 6 7 9) have worked together in different companies, including Schneider Electric, and took part in the same Collective Leadership programme in Europe.

They have used their complementary strengths to give each other trusted feedback, and have together drawn on LBSI to increase their insight into the dynamics of the teams in which they have operated, even when they do not know the personal profiles of each team member.

With the Perfectionist (LBSI 1) as her primary dimension, Johanne knows that she sets very high standards for herself and others. But LBSI has shown her that other people have different ways of operating that should not be dismissed. When a member of her team failed to respond to repeated requests for information on a troubled project, she realised it might be because the woman had a very different profile from her own.

'I couldn't figure it out, and I was questioning her competence,' Johanne recalls. 'Then I realised that she was probably a strong Validator (LBSI 4): systematic and marching to the beat of her own drum. Instead of writing her off, I found a way of getting her to deliver, but doing it in her own way. I gave her the space to be confident that she wasn't trapped. She really developed a lot after that.'

Katherine says that leadership based on LBSI is about acceptance. 'It allows you to see what you bring as positive, and creating value. You can also accept other people for not being perfect. It creates a kinder, more human place where people can truly contribute. This is the power of it.'



DISTINCTIVE FEATURE:
SUPPORTING STRATEGY,
CHANGE AND CONSOLIDATION

PRE
CONT

The third distinctive feature of the LBSI methodology is that it maps the constellation of profiles within teams to show how different strengths can be used to address changing circumstances. Leaders use these visual maps to meet business needs, whether developing a strategy, leading transformation, or consolidating change.

'Our sophisticated team constellation models provide different lenses on the team, revealing various aspects of its make-up and dynamics,' explains Jane Weber.

'Three triads within the system of nine dimensions link people with similar preferences. These represent distinct aspects of leadership: developing strategy, leading transformation, and consolidating for operational strength, linked to the three "intelligence centres" in our body.

We call this the Team Constellation Model[®]. We also have a more advanced LBSI model that focuses on key aspects of leading change and innovation called the System Build Up ("SBU") Model[®].

CASE STUDY

TRANSFORMING A BUSINESS

Adam Degnan (LBSI 3 6 7 8)
Enware, CEO

Jason Hinds (LBSI 4 2 3 7)
Enware, R&D Manager

Enware is an Australian family business of 200 people that is run by Adam Degnan (LBSI 3 6 7 8). The company's long-term strategy is to transform itself from an 80-year-old manufacturer of taps and valves into a designer of high-tech water delivery and management systems.

Adam recognised that he needed someone who could devote time to developing the new water delivery systems, as his own strengths lay in driving rather than consolidating change. The LBSI methodology revealed that his colleague Jason Hinds (LBSI 4 2 3 7), as a strong Validator (LBSI 4), was ideal for the role.

However, the day-to-day demands of the business were preventing Jason from deploying this strength to the full. Instead, he was using his Affiliator (LBSI 2) and Energiser (LBSI 3) to connect and motivate people for change. They agreed that Jason should spend part of each week at a hub for start-ups at Wollongong University, south of Sydney, where he would be free to focus on designing a robust new business model.

'While he's there, I'm inside the business pushing the idea with the board and energising people, so that everyone is ready to go when we get the validation,' Adam says. 'Both Jason and I are working to our strengths, separately but towards a single goal.'

'This redeployment enabled the company to overhaul its sales strategy, avoiding the mistake of developing new technology while selling it through old distribution channels,' Jason says. 'As a long-established business, we needed to learn how to be agile and take some risks.'

Adam explains the value of the System Build Up Model created by PresenceAtWork in showing each person's strengths and preferred areas of contribution, for example in vision and strategy, or in implementation and growth, and supporting the creation of suitable project teams for each stage of transformation.

'I had the SBU poster on my wall, and another one in the main office area, and then my assistant removed it because I asked her to make several laminated copies and distribute them to my top team,' he says.

'When it was gone I felt lost, and I realised how much I was using it. If I wondered: Why is this person behaving like this? I would check it for their LBSI dimensions. It gives me an immediate understanding of their strengths and where they like to contribute, and reminds me that the person is not actually being reactive at all, it's just their strength and natural contribution, albeit if perhaps sometimes the wrong contribution at the wrong moment. That made me less judgmental.'

Adam strongly advocates the power of LBSI to defuse tension and build trust in a team. 'The typical reaction that occurs when team dynamics get intense is probably a bit negative,' he says. 'You shut down, you exclude people, you put in blockers, you get frustrated. LBSI gives you the ability to understand these dynamics and react positively to them. If you do this, the benefits are enormous.'

CASE STUDY

DEEPENING A CLIENT RELATIONSHIP

Hank Moonen (LBSI 7 2 6 9)
TaxModel, CEO

Denis van Roey (LBSI 2 3 7)
Vinventions, Group CFO

Hank Moonen (LBSI 7 2 6 9), the partner of Roelien Bokxem, has put Collective Leadership at the heart of his growing tax service and technology firm, TaxModel. In 2015, he introduced LBSI to Denis van Roey (LBSI 1 2 3 7), a former colleague who is now Group Chief Finance Officer at Vinventions, a US wine and spirits company.

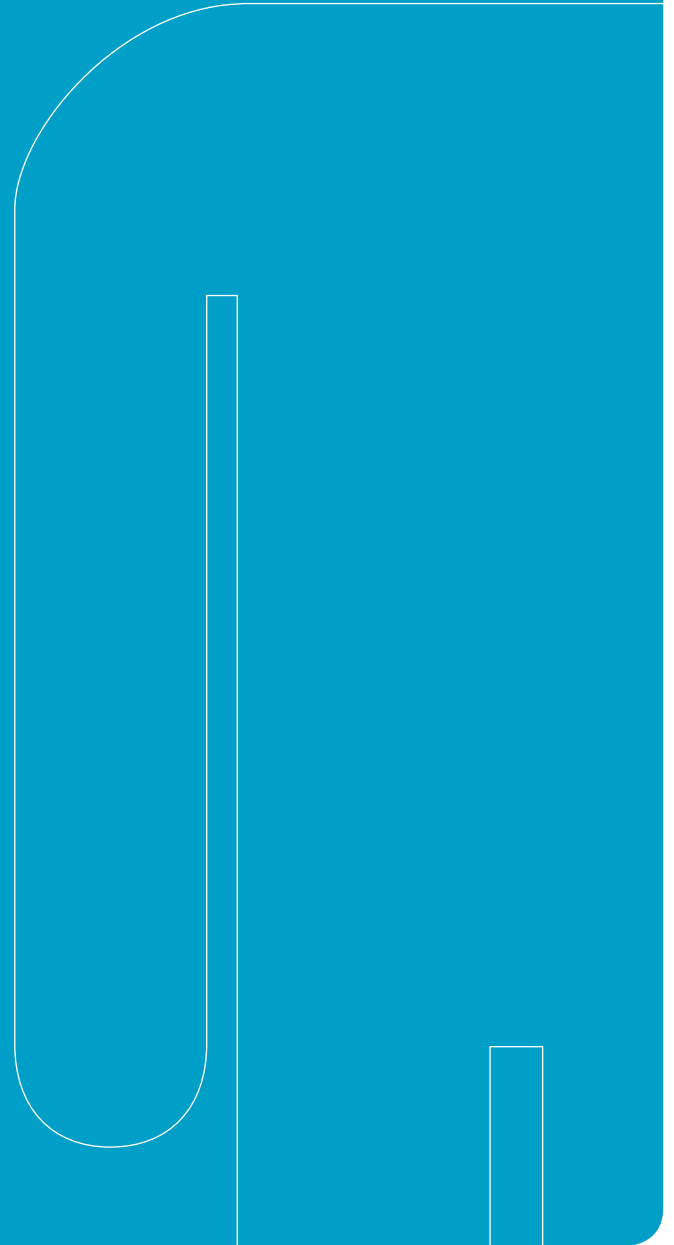
As customer and supplier, Denis and Hank gain most value from the strengths that they do not have in common. Denis finds Hank's combination of Visionary (LBSI 6) and Innovator (LBSI 7) strengths particularly helpful. 'I need to work with someone who has a clear sense of direction because I'm not strong in this,' he says. 'Hank has this vision of how the tax service industry will develop in the future and what I will need in the future. He anticipates my requirements.'

Hank in turn relies on the strong Perfectionist (LBSI 1) in Denis's profile. 'Denis urges you to be precise, follow up and meet deadlines,' he says. 'I need that. My LBSI 6 and 7 can become scattered and drift. Denis brings you back to reality and challenges your thoughts. He will look at all the angles. If he takes the decision to go with a recommendation, I know he's fully on board.'

Denis and Hank are also friends and have known each other for years. So, does LBSI really affect their mutual understanding? 'For me, LBSI makes a huge difference from an awareness perspective,' says Hank. 'Of course I would have a good relationship with Denis without LBSI, but it makes everything so much quicker and easier. It's like a bottom line summary of each other's core being.'

Denis concurs. 'It puts information and words onto something you feel but are otherwise not able to materialise,' he says. 'It energises our relationship by enhancing the benefits of the differences between us.'

WHAT IS NEXT FOR LBSI



The stories in this paper reflect the impact of LBSI within organisations. Leading our clients in this work has been an exciting and rewarding experience for PresenceAtWork. We have the privilege of seeing at first-hand how leadership teams transform the way they work, communicate and collaborate together, and we experience with them the inspiration and fulfilment of it all, both at an individual and whole system level.

Further, the final case study on the previous pages of this white paper shows how LBSI can also be deployed across organisations, in this case enhancing the relationship between a client and an external service provider.

PresenceAtWork expects LBSI to develop further as an enabler of Collective Leadership in a range of scenarios, both internal and external, and across many dimensions.

Looking ahead there is one thing we know for sure: The most direct path to help adults develop and evolve will be through their bodies, not their heads!

PresenceAtWork will increase its emphasis in this crucial area, as we continue to focus on developing tools, techniques, practices and circumstance to help people understand how their bodies inform and affect their leadership. With that, we support them to truly grow their individual and collective performance. This includes continuing to develop our LBSI software offering, which is a powerful tool supporting organisations to gain quick insights into their systems and make talent deployment decisions.

As a closing remark, we invite you to take a fresh look at how you are developing your leaders today and validate whether your programmes contain elements like LBSI that are focused on embodied learning and systems thinking, in order to take your leaders, teams and organisations to the next level of human consciousness and performance.

ACKNOWLEDGEMENTS

PresenceAtWork would like to acknowledge the many people whose vision and inspiration have supported us for many years now. We appreciate your encouragement and faith in us. In particular we would like to acknowledge:

All the pioneers who agreed to be interviewed for this paper. These leaders have become important ambassadors of our work, and for that we express our appreciation. They have experienced for themselves how an embodied way of leading is the way forward. Thank you, Paul, Mariëlle, Bart, Hermen, Adam, Jason, Katherine, Johanne, Hank and Denis.

Our partners who saw LBSI's potential right from the start and pioneered with us in the early days. In the Netherlands: Developland, and in particular Mark Schipper. For a long while, Mark has been the single independent LBSI practitioner, besides Jane and Roelien. In Australia: Ruta Asimus, who pioneered with us, introducing our very first client for LBSI in Sydney. Like Mark, Ruta had the vision and the commitment at a time when concepts of embodied leadership were new and little understood.

The members of our accredited LBSI practitioner community across the world: Mark, Ruta, Jorn, Melissa, Maggie, Ramon, Marcel, Kalinka, Paulien and Arjen. And the many other LBSI practitioners in the process of completing their accreditation, or starting it. We thank you all for your commitment to the task and for being bold and daring with us.

Claire Braund, whose vision for the power of LBSI was instant and who has supported us in taking it forward in so many ways. Claire also introduced us to our invaluable ally, Alison Maitland, who dedicated so much of her time to take a deep dive into LBSI for this paper and flew over from the UK several times to deepen her understanding.

Frank van Driel and Today's Team, for their creativity and co-creation in delivering beautiful, refreshing photography and design for this paper.

Last, but not least, our key client ambassadors for their leadership at the cutting edge. We especially want to mention Robert van der Schaaf, Gerard ten Brincke, Philippe Wits, Guido Horst, Adam Degnan, Hank Moonen and Bart de Goede here. They have been willing to not only commit themselves and their immediate teams to our embodied approach; they also decided to take it down the line to all employees in order to truly release human potential and to create healthy workplaces where people can flourish.

WHO WE ARE

PresenceAtWork is a leadership development consultancy specialising in collective leadership. By applying systems principles, we create learning that inspires leadership teams to collaborate and innovate together more effectively, managing through change, growing in resilience and building an engaged and high-performing workplace.

Our leading-edge models are focused on leadership embodiment and based on the premise that answers to complex challenges will emerge from the collective wisdom. Our clients develop a range of new, differentiated competencies that enable them to lead transformation initiatives in their organisations, and that are essential for sustainability in today's dynamic environment.

Our global team of experienced consultants, facilitators and certified coaches have broad business backgrounds and international experience in senior corporate roles. In particular, we are accredited in the work of the Coaches Training Institute (CTI) and the Center for Right Relationship (CRR) and we have studied with the Presencing Institute.

PresenceAtWork's principal offices are located in the Netherlands and Australia. Our partners are based in the Netherlands, USA, Singapore, Malaysia, Romania, Canada, Egypt and Belgium.



PREVIOUS PUBLICATIONS

A new model for organisations

Ardanta's employee-owned collective leadership



The Leader Being Strength Indicator®
An embodied method for assessing people's talents



www.presenceatwork.com

PresenceAtWork Europe

Oranje Nassaulaan 14
5211 AW 's-Hertogenbosch
The Netherlands
+31 (0)6 203 61 445
+31(0)73 800 00 31
info@presenceatwork.com

PresenceAtWork Asia Pacific

P.O. Box 3637
Wamberal NSW 2260
Australia
+61 (0)401 147 816
info.apac@presenceatwork.com