

INSIDE LEADERSHIP®**Learning to lead: a practical approach that will never go out of fashion**

How do good leaders lead? When the pressure is most intense, what is it that enables certain people to keep a disparate group of individuals focused on the same goal, and moving forward in the right direction in order to achieve it?

In recent years, the burgeoning cult of the charismatic leader has tended to surround such questions with a sense of awe and mystery. But at Gazing we take a totally different view of this much discussed subject. Our Inside Leadership System strips away mystique and complexity, replacing them with a consistent set of principles and skills that any intelligent and motivated person can learn to apply successfully.

It's a totally practical approach to leadership. And, because it's based on scientifically established psychological truths about the dynamics of groups and how they respond to different inputs from leaders, it will never go out of fashion. Our System can deliver - and go on delivering - impressive results in organisations of all kinds and sizes, whatever the specific nature of the leadership challenge.

Inside Leadership: System Structure**Who is it for?**

Anyone involved in leading groups, whether new to leadership or highly experienced

How many?

Around 12 participants works best - but we're flexible.

What's involved?

Every Gazing System is delivered in three main phases:

1. Discovery: working closely with you to define specific objectives, and clarify the key pressure points affecting performance
2. Introductory workshops: introducing the key principles, map and tools that make up our Leadership System; usually based on a 2 day format
3. Implementation: ongoing support, including a programme of 8 customised modules, to develop and consolidate Inside Leadership skills

Gazing: Systems for improved performance under pressure

Gazing Performance is an international business currently working with clients in over 60 countries to deliver sustainable improvements in performance. Across the fields of business, sport and education, we help individuals and teams to maximise their potential and achieve better results, whatever the pressures they face. We do it by devising and implementing systems that give people the direction, the insight and the practical tools they need to deliver their best when it really counts.

In addition to Leadership, Gazing Performance Systems cover: Sales and Sales Management, Customer Service, Management and Strategic Account Management, as well as Education and Sport.

Find out more at www.gazing.com

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The Gazing Inside Leadership System

Like all Gazing Performance improvement Systems, Inside Leadership works on three levels to help people optimise their natural talent and acquired skills consistently when the pressure is greatest:

1. Seeing the big picture

Gazing Systems begin with key principles that provide people with a clear overview of the task in hand, and the best way of accomplishing it. In the case of Leadership, this crucial reference point is the understanding that the function of leadership is to generate movement in a group towards a defined objective; and that this can only be achieved by knowing what will cause the group to respond positively, and what it will resist.

Conventional leadership models are based around concepts such as power and influence; our focus on movement is what gives the Gazing approach a more practical edge. And our Inside Leadership map enables those learning leadership to see whether movement is occurring at a glance.

2. Understanding the framework

More specifically, participants learn how to use the Inside Leadership map to identify issues and dynamics they need to consider in any given situation, and also the traps that they need to avoid, in order to maintain useful movement.

The map revolves around three “cogs”: self, group and task. When movement is slow or non-existent, the issue is to judge which of the cogs is responsible for the blockage. With the map in hand, leaders find it simple to make sense of what, on the surface, may appear a highly complex situation. And, with a clear understanding of where the obstruction lies, it’s easy to determine what needs to be done to resolve the issue and regain momentum.

On a single page, the Gazing Inside Leadership map provides a succinct overview of the most important principles that have emerged from leadership research in social psychology over the last few decades. What makes it uniquely powerful is that it combines these principles in an easily understood graphic form, translating vast swathes of complex theory into a totally practical leadership system that participants can apply successfully to real-life situations, from day one.

Put simply, it’s a map of the mind of a group; and, since it’s based on core psychological truths about group dynamic and performance, it’s genuinely universal in potential application.

3. Using the right tools

Finally, we introduce participants to the third key component in the Inside Leadership System: three practical tools, one for each cog, which enable the leader to regain clarity and focus, and initiate action, when any obstacles to progress arise.

The most important of these is the Leaders X-Check tool, an effective method of cutting to the core of any given leadership situation, revealing the most important leadership behaviour in order to regain momentum.



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Results and benefits

The Gazing Inside Leadership System will permanently change the way leaders (and potential leaders) approach the challenge of optimising the performance of a group, and generating the necessary movement to take a task from strategy to successful execution.

More specifically, at the end of the introductory workshop, every participant will have:

- A clear understanding of the principles involved in understanding and effectively managing group performance
- A working knowledge of the Inside Leadership map and the Triple C-Cross Check tool
- A new awareness of leadership “traps” and how to deal with them when they can’t be avoided
- A firm grasp of how the map and tools can be applied to real-life leadership situations and issues, such as dealing with team conflict, reviewing and managing performance, or coping with uncertainty about how to respond to a new challenge

More broadly still, participants also find that Gazing Leadership principles can be valuably applied in their personal lives. We constantly receive feedback to the effect that, in all kinds of situations, people intuitively use our mental model to make sense of the issues - and to bridge the gap from understanding to practical action.

Above all, what we promise is that, when fully implemented, the Gazing Leadership System will deliver a visible and measurable impact, helping people think clearly, feel in control, and act more effectively when the pressure is most intense.

Why maps are the way to go

Maps are the single most distinctive and innovative feature of the Gazing approach. We believe they are, quite simply, the most powerful and practical form of communication available. There is nothing theoretical about a map; it shows where you are, where you want to be, and how to get there. It helps get you moving in the right direction. And, best of all, you don’t need to be taught how to use a map; from the moment it’s in your hands, you can start using it.

Unlike maps of physical terrain, ours represent a mental landscape; and since the broad principles of how the human mind works don’t change, a Gazing map will never become out of date. This universal quality also explains why many participants find that our maps can be useful in all kinds of situations, not just professionally but also within their personal lives.



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“Gazing provided us with a framework which clearly highlights the components required to develop and lead a high performing team. This work has helped us to strive for ‘superior performance’ in times of almost incessant change.”

Xerox UK Ltd



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