



Wisdom-Based Leadership Development™

Introducing a new perspective on transforming leadership in today's Leadership Contexts.

01

SERIES ONE | PAPER 1

Dr Philip Hayton & Cyril Legrand

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– Edmond Hart, HR Director, Global Group

Introduction

Organisations, leaders, and development professionals face unprecedented challenges requiring not just new models, but a new leadership paradigm in which to deploy existing & new solutions and ideas.



Welcome to our inaugural thought leadership publication - our first paper in the first series.

Series One sets out the background and a rationale for a new approach to leadership growth, development, and transformation: Wisdom-Based Leadership Development™ (WLBD).

We will then present our novel solution called Leadership Wisdom in Action™ - a new organising principle for a visionary (WBLD) approach we have been pioneering.

Series One starts by setting out a rationale for working with a new approach. How do you turn general context pressures into a uniquely transformational journey? How do you use your own specific challenges to fuel the development of more authentic leadership? How do you sustain energy in an overwhelmed role? These are urgent questions with surprisingly few complete solutions available, until recently.

In this series, we will set out a rationale and some key principles of a 'wisdom-based' approach to development. For more information, you are welcome to reach out to us and/or join one of our engagement events.

This paper looks at the leadership landscape: 'Context'. It will discuss how and why a WBLD approach is a relevant, pragmatic, strategic response to developing leaders in today's world. It begins with a short vignette about a seasoned HR director. Edmond witnessed his perspective shifting significantly while integrating a WBLD-informed perspective into his work (leading a major global transformation initiative at his company, across multiple continents).

The paper will then discuss context pressure and introduce a context model that provides an integrated framework for working with such pressures to create transformational outcomes for oneself and others.

Vignette

Edmond, HR Director

I am sitting with Edmond on a 9-hour flight to the USA. Long-haul travel allows for surprisingly deep and personal conversations. We talk about a recently completed assignment in which CFL supported his organisation to embed a (new) leadership model designed to sustain an organisational transformation to address radical changes in their industry. A truly collective and cooperative project, it spanned 20 countries and 500+ collaborators from all divisions. After getting exceptional feedback from participants, Edmond (the HR Director responsible for the programme) is thoughtful about what has made this whole-system initiative such an outstanding success.

He begins by saying, “I’ve been thinking about what we didn’t do before. Leadership was like strategy for us – we managed to define and formulate it in compelling ways but often failed in its execution.”

He goes on to say, “we pushed constantly for transformation and had extremely agile processes to cope with uncertain and chaotic situations, but we neglected the human aspect. If we assume that – as you said – there can be no lasting organisational transformation without personal transformation, then the human dimension was critical to our success. But we didn’t see it. We lacked relevant awareness, not action. Now, programme participants get both.”

He takes a breath. “The human dimension is still the most overlooked aspect in our business – the busier we get the more we as leaders ignore it, but ignoring it means its pressures just build up. In the end, we avoid

looking at ourselves properly, it is too painful. We focused on everything else. But we cannot afford to let people drift into such a state.

Leaders need to understand what is going on in themselves – as people, not just as leaders. The alternative is much more painful for everyone: leaders, teams, the entire system...”

So, the human dimension isn’t a ‘problem’ to avoid but a solution to access.

He pauses. “So, the human dimension isn’t a ‘problem’ to avoid but a solution to access. We didn’t really know where to start, so as an organisation we didn’t do enough to help our leaders to develop this muscle.”

“Now we have methods we trust. We have a rational pathway that makes sense to us and fits our core objectives. We have created relevant spaces for growth. By bringing human development and strategic priorities together (first, by making human development a strategic priority for leaders!) we are transforming our business in a way that really works and is building lasting forward momentum. I see it so clearly now.”

The human dimension is not a problem to avoid, but a solution to access.



As we will introduce in detail later on Leadership Wisdom in Action™ is a fresh and important solution to several of today's major leadership challenges. At human, leadership, and organisational levels it aligns growth by drawing upon a powerful resource and innate aptitude: your wisdom – your ability to navigate your relationship to growth and transformation inwardly and outwardly. This 'wisdom' aptitude is universal (Homo Sapiens: wise human) yet highly personal. It liberates energy, instills confidence, stimulates growth, inspires new perspectives, and much more. Companions for Leadership (CFL) does not tell leaders what 'wisdom' is. It is rooted in their own unique experience of being human, in their life and learning journey.

For now, let's stay the course in describing the major contextual challenges that invite new ways of supporting leadership development.

In his vignette, Edmond's purpose-focused orientation expands to a wisdom-informed view that is (as he saw) simply transformative. As he said, it empowers performing and

transforming at the same time to achieve real and aligned growth at human, leadership, and organisational levels. As we will show in this paper, this is a highly relevant process and outcome in today's remarkably complex world.

Key Points

A Wisdom-Based Leadership Development addresses, but is more practical than, Purpose-Focused Leadership Development.

Leaders and organisations today need to perform and transform at the same time.

Aligning human, leadership, and organisational transformation is essential for sustainable success.

Challenges facing leaders and leadership development professionals today.

The landscape of leadership: Context

The landscape of leadership is transforming. Acceleration is escalating. Leaders are ‘on the run’ to keep up but then burn out from running. More than a wicked problem, it’s a ‘no win’: you either overwork or you fall behind, as if it is either burn out or fade out.

Burnout can feel like a ‘price of entry’ to many senior leadership roles. For this reason, a crucial ‘muscle’ leaders need today is the **capacity to respond both adaptively and developmentally to even the most complex challenges** (this is part of what it means to develop your own Leadership Wisdom in Action™).

The landscape of leadership is also called ‘context’. A 2014 McKinsey article stated that most leadership development programme failures were caused by misreading or ignoring context. Since 2014, the context of leadership has only grown harder to read, and thus to lead. Failures are costly in economic, societal, and human terms. To be more **relevant** (i.e., more fit for context), leadership development approaches must empower leaders to develop even when under huge, multi-layered, and constant pressures.

Such an approach needs to be about more than behavioural or mindset change – leaders must learn to grow at depth and pace so they can respond effectively to escalating or exponential contextual demands (having a relationship to your growth and transformation is another part of what it means to develop your Leadership Wisdom in Action™).

A VUCA/BANI World

We live in a ‘VUCA/BANI World’. This phrase elegantly distils contextual forces into eight key factors. The ‘VUCA’ factors (first listed 40+ years ago) are **Volatility, Uncertainty, Complexity, & Ambiguity**. It is hard to find a setting today in which these are not continuously felt challenges for anyone and everyone.

So, while VUCA frames life’s ubiquitous challenges nicely, it says little that is truly specific about the **hyper-complex contexts of leadership** today and those emerging in the foreseeable future.

The ‘BANI’ factors (listed in more recent years) are **Brittle, Anxious, Non-Linear, & Incomprehensible**. These, too, are common challenges faced by many leaders in organisational systems today. They are more specific to leadership roles.



Contextual pressures (such as economic, technological, political, environmental, societal, and generational ones) penetrate deeply into organisations. They create paradoxical needs, tensions, dilemmas, wicked problems, and ‘no wins’ for leaders, which are a major source of stress and difficulty. As you have probably noticed yourself, today their impact on leaders is constantly increasing in intensity and complexity.

Some organisational responses to complexity create extra weight and pressure on leaders.

Many organisations deploy complex redesigns, new organising models, and technologies at pace and scale as responses to complexity. Even if these help the system, they invariably add more weight on leaders’ shoulders. The added pressure and stress lands squarely on the human beings who lead other humans. It falls on their own, always limited, human capacities and capabilities.

Organisational transformation by restructuring can be necessary. But alone it is insufficient to address the major contextual challenges.

What else is needed? Relevant leadership development. Leaders must develop their own relationship to transformation as human beings, starting from within. Finding and developing this relationship in relevant and energising ways turns complex organisational transformation work into relatable, sustainable, inspiring, and transformative leader journeys.

Indeed, **CFL has learnt that an organisation only sustainably transforms as far as its leaders do.** They need to develop their own relationship to transformation – to know what transform means to them on the inside. How it feels, so they can bring that experience and their ability to work with it to transformation projects on the outside.



Leaders already have adaptive, creative capacities and an innate drive to develop them. Energy for growth is a transformational power. It can be used for their own development work, and for their organisational work. Indeed, this is part of CFL’s vision for, and approach to, leadership today: an ability to work with transformation inside and out.

Context pressures become overwhelming when **humans and their context** are not well-aligned for development. People struggle with growth then. Those pressures thus become more of a cost than an opportunity. This wastes human potential and leads to lost faith, crossed wires, and suffering. Strategically, this kind of wasted energy is senseless at a time of constrained resources. Fortunately, the remedy is natural and accessible: transformation.

Key Points

Complexity and acceleration are constantly increasing.

These, and organisational responses to them, create extra weight and pressure on leaders.

Organisational redesign alone cannot address the major contextual forces and challenges.

Organisations only transform as far as their leaders do. Leaders must develop their own relationship to transformation.

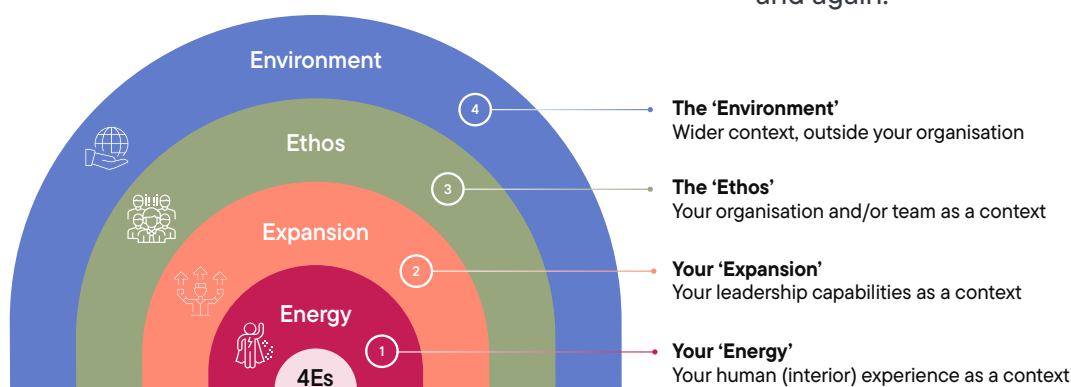
Leadership Wisdom unlocks energy to sustain complex transformational processes over time.



Redefining what Leadership means today

At CFL, we say Leadership has four fundamental descriptors: it is human, personal, relationship, and development. That it is **Human** is an underestimated but obvious fact. It is **Personal** because pressure affects both performance and being, and transformation begins within. It is **Relationship** because stress, fear, worry, and dynamics influence perception and communication. And it is **Development** because all these issues affect how well leaders can respond to their challenges, which in turn affects their growth and development (people learn from what they do and don't do). We will take this point further in paper 2.

The Four Contexts of Transformation™ model can be helpful (See pages 12-14)



How should leaders of the future sense, frame, and respond to the torrent of challenges they face today? And how can they find and use the great development opportunities in their own context?

The following are three action steps we think are important, which any leader can take, and which can be helpful in working with Transformation.

- 1 Align your leadership development processes with organisational priorities. This allows existing pressures to cause fewer problems but, instead, unlock growth, energy, and potential. Hence, **challenges become valuable resources** (like the innate wisdom in everyone). They can help sustain people's energy for an organisational and leadership journey. We have seen this transformation happen in client organisations (like Edmond's) again and again.

- 2** Second, ensure each of your leaders understands growth, fundamentally their own growth as a person. It is at the root of an ability to work with transformation.

As we noted in the opening vignette, leaders need to know what is going on in themselves as people, not just as leaders: to ‘grow through it as they go through it’. ‘Grow as you go’ is the motto. In a VUCA/BANI World, failure at this hurts everyone: leaders, teams, entire systems. However, leaders who are ‘people of growth’ (can work with their own transformation) are able to Perform & Transform™ – serving the bottom line while also expanding their own energy, motivation, and authenticity.

- 3** Third, core business strategy must give priority to sustainably performing and transforming. This is mission-critical, a massive growth opportunity for any company and their talented people.

We assert that Leadership Wisdom helps organisations and leaders to do this efficiently and effectively – aligning the personal, leadership, and organisational spheres.

The resulting benefits to you, your colleagues, teams, ability to drive results, and sustainable outcomes by leaders of the future, are incalculable.

Thriving organisations of the future must empower their people to ‘grow as they go’. It is vital. Seeing it is now common sense. Doing it means each leader knowing how to access their own Leadership Wisdom in Action™, which is their aptitude for growth.


Key Points On Growth

Aligning organisational and leadership development priorities unlocks great potential. This is part of Leadership Wisdom in Action™.

Leading today is more about growth than ever – fundamentally, growth as a person/human being.

In a VUCA/BANI world, leaders need access to reliable sources of inner energy and need to understand growth in oneself and others.

Transformative leadership harnesses the power of pressure to elevate and empower.

A photograph of two women in an office environment. They are both looking down at a laptop screen. The woman on the left has long dark hair and is wearing a white top. The woman on the right has long brown hair and is wearing a dark top. They are sitting at a desk with a laptop, a mug, and some sticky notes. The background is a blurred office space with large windows.

An organisation can only transform as far as its leaders do. In these complex times, a new paradigm of leadership development is needed.

How Context challenges Leaders & Leadership Development today

Context is often seen in a negative light in leadership development consulting. The VUCA & BANI models noted above are lists of essentially negative outside pressures. They are widely discussed, and they matter... but the risk is we overlook the transformational potential that sits untapped in those very same contexts.

People invoke VUCA or BANI to say 'volatility' in (for instance) your company is affecting you and others. The models strongly emphasise outside contexts. Hence, the 'V' isn't about emotional volatility, and the 'B' isn't about brittle thought processes but, rather, market volatility and perhaps brittle supply chains. VUCA is a product of its time - a former generation of leadership theorists at work before the Berlin Wall fell and there was an 'online' world. BANI is of course a more recent good addition to the literature, but it draws on the same logic as VUCA. You can even loosely map BANI variables onto the VUCA ones in some ways. But context offers more.

Context is absolutely your biggest resource.

It brings you events, feelings, experiences, opportunities, life challenges, and thus huge growth potential. You may not get all the experiences you want, but you can learn to want most of the experiences you get. Your experiences of life, good and bad, are your

most vital resource. Painful ones typically turn out to be as important as wonderful ones (even the worst ones can lead to meaningful growth with the right support, resources, and time).

So, Context isn't pain... it's Life! Yet it IS where the greatest challenges arise. In both your **internal** life (inner world) where feelings, thoughts, and impulses arise on a moment-by-moment basis; and in your **external** life (outer world) with its many subtle layers and issues.

Your inner and outer worlds aren't separate but a unity of life happening to, by, and for you.

In line with this two-sided view, CFL's context model¹ maps both **inner** and **outer** contexts. We suggest Leadership Wisdom grows where the two meet and interact (where your life meets you, and you meet your life). This is the space where your leadership wisdom can grow in a natural, unique, and embodied way as you both follow and lead your own life and continually learn from that. This principle also illustrates how a WBLD approach allows for a new, more complete and coherent framing of Context than many other kinds of programmatic leadership training use.

¹. Called the Four Contexts of Transformation™. See pages 13-14.

Four Contexts of Transformation™ (the '4 Es')



As stated earlier, your relationship with (and to) your context is very important. This relationship can develop. As it does, it can connect, align, and even transform the personal, leadership, organisational, and other spheres of your life. Its significance for your life and leadership (and their development) cannot be overstated. Working well with Context can help you, and it can help those around you too.

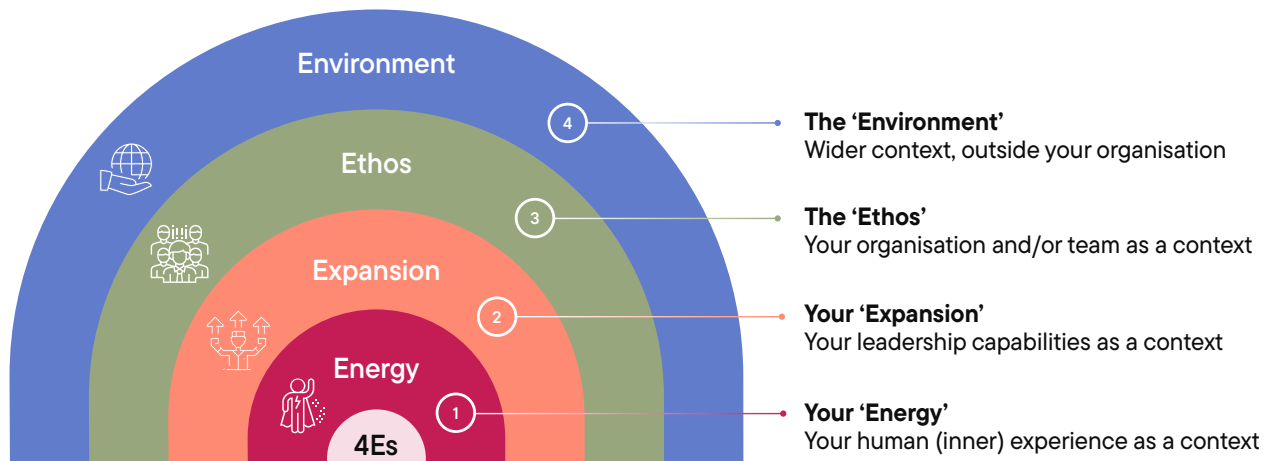
Context is what brings your life to you.

Using your experiences of everyday life, you are able to develop yourself – ‘grow as you go’. It is what developing your Leadership Wisdom means. The converse is also true; developing your aptitude called ‘leadership wisdom’ helps you to learn and grow more through your own experiences. CFL programmes draw on a unique adaptive developmental framework to rapidly help this to occur.

In short, leaders need to become increasingly aware of their relationship to the major spheres of life (personal, leadership, organisational, etc.) as these are major sources of context pressure and growth opportunities. Aligning them opens their transformational potential for leaders.

So, what can help leaders to align them? We found a lack of high-quality solutions for this, so we created one. Our own context model is called **the Four Contexts of Transformation™** – it informs our programmes to help leaders develop their own leadership wisdom and put it into action. It is part of our conceptual corpus that underpins, shapes, and differentiates a WBLD approach to working with leaders, teams, and organisations.

Four Contexts of Transformation™ ('the 4 Es')



The '4E' chart above shows in simple outline the four layers of context that are 'always on' and operating for any leader or group of leaders. Each context layer has three key characteristics:

1. The type of **pressure it creates**, affecting people's ability to perform. This varies by individual, leader, team, and organisation. But there are common themes (see below).
2. The **pace and nature of its change** and the problem of its flux for people or systems. This too will vary across leaders, teams, and organisations, but there are common themes.
3. Its **transformative potential** when harnessed well for growth. This can be unlocked naturally with a Wisdom-Based approach to development.

The four context layers affect everyone. We all face pressure, change, and the potential for transformation in every moment – it is partly what it means to be an alive human being. The four contexts are (of course) interconnected and overlap. And, as we have just said, they are all linked to Leadership Wisdom – by using your innate wisdom you can turn the pressures of any context layer in your life into a growth resource with transformative potential.

The logic is very simple, yet powerful:

If [1] your contexts generate your life experiences for you (as a person and leader),

And [2] your leadership wisdom transforms everyday life pressures into growth resources,

Then [3] you can easily develop your **relationship to transformation** in your own life and leadership.

In other words, your innate wisdom turns context challenges into growth and this is transformative for your present and future (because it creates positive feedback loops – virtuous growth cycles).

This logic (1+2=3) is why we call our model the Four Contexts of **Transformation™** – because context isn't just a source of pressure. It is where your transformation starts and your learning about it continues. Part of our framing of Leadership Wisdom is "a naturally developing relationship to your own transformation." Everyone has this, but few of us think about it, and many of us don't know how to work with it effectively.

So, we have set out this model and its principles. But how is it useful in the real world?



A client story

A dozen CFL Leadership Companions recently facilitated a 6-month programme with the top-100 leaders of a large multi-billion-dollar global business in the financial sector.

It was in the middle of a deep, multi-year, company-wide Transformation process across five continents.

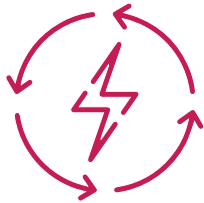
Collaboratively, by design, our team helped their top leaders align Personal, Leadership, and Organisational transformation spheres in a flagship WBLD customised programme. The hundred participants cultivated powerful transformational capacities they already had but didn't know how to use or develop, and (without us saying so) explored their Four Contexts of Transformation™ to fuel growth.

Their journey was just two days, plus short interactive group sessions online for four months. With an NPS score of 9, participants generated and sustained energy for very ambitious transformation agendas. They learned how to use their own context pressures at all levels to grow and develop as human beings and leaders. It really brought Transformation to life.

The outcomes exemplify how a Wisdom-Based LD approach is an elegant and exceptional way to align personal, leadership and organisational transformation paths efficiently, even in a very complex space. It is efficient because it works with inward and outward challenges and opportunities in an integrated way. In addition, the approach makes use of an extremely integrative construct (wisdom) to refer to a universal, deep, powerful, uniquely individual, and naturally human aptitude for growth and transformation.

Those two things – (1) a simple integrative model and (2) a construct to harness your own aptitude for development (your innate wisdom) – make the process elegant and enjoyable.

Here's how we can map the work we did in this custom programme to the four layers of context in our '4E' model



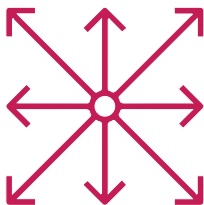
First → Energy

At a personal level, using our approach leaders learned simple natural ways to access new sources and types of personal energy to motivate and inspire them (and others) on challenging, often depleting journeys. There was no 'one-size-fits-all' here. We helped them discover and access these in their own ways, most relevant to themselves.



Third → Ethos

The large global cohort of top leaders spanning five continents and dozens of cultures was able to connect and learn together using a common language and framework for transformation at all levels (even under pressure). We expect this to continue to purposefully influence the organisation's discourses on leadership over time.



Second → Expansion

As senior leaders, participants in the programme naturally explored and developed their own relationship to layers of pressure (but also transformation) in their work, and especially in their own leadership challenges in their lives, roles, teams, and/or business units.



Fourth → Environment

The programme journey was found to be highly relevant to the challenges and opportunities in their industry's market, but also to their home life and wider relationships including the relationship to the natural world, health, and future generations. This led to a new sense of capability and choice (for example, greater choice in areas of ethos, expansion, and energy) in the face of often overwhelming context pressures.



Is the approach efficient? The main learning transfer took place in just two days. Six online sessions helped each person integrate and align their own growth and help others to do so.

A WBLD approach is accessible, simple, and rapid, yet relevant, transformative, and impactful. It works ‘with the grain’ of people’s innate capacity to grow, drive to develop, and natural scope for (inner and outer) transformation. Several participants in this programme remarked with surprise at how deep and rapid their experience of progress was. They trust it, in part because we are not imposing (nor are they) our ideals, methods, or theories. They learn to lead it.

‘Wisdom’ is a powerful organising principle in such work because it is a universal, human, deep aptitude that grows rapidly, authentically, and naturally.

This client story exemplifies how a Wisdom-Based Leadership Development™ approach can help top leaders align human, leadership, and organisational spheres of transformation in a global transformation initiative across world cultures, in just two days. ‘Wisdom’ is a powerful organising principle to work with because it is a universal, human, deep capacity that grows rapidly, authentically, and naturally. This is how leaders can develop through their inner and outer challenges, individually and together in such a short time – and how they can learn to lead their own growth going forward. Their innate wisdom (in this sense) brings four contexts into a coherent, unifying, transforming alignment in each person’s life.

Successfully aligning three major spheres in a leader’s life for development both liberates and conserves a lot of energy. Each sphere has its needs and problems, and few approaches seem to be sufficiently integrative to tackle them well. Those that attempt to are often highly complex, over-engineered, and inefficient. A Wisdom-Based Leadership Development™ approach finds its power in simplicity. Its organising principle (leadership wisdom) is unique.

Harnessing the Transformative Power of Pressure – a summary



The Four Contexts of Transformation™ are universal spaces in which leaders learn how to grow under pressure.

As was said by 2024's Olympians, physical pressures can destroy buildings or create diamonds. Context pressures can overwhelm leaders or else be harnessed for development and transformation. Harnessed well, a virtuous cycle of growth and learning can multiply which can even support broader cultural changes and renewal (from team-level upwards).

As we have seen, pressure (like context) is a key resource in leadership development, not merely a source of burnout. A new approach can address today's VUCA/BANI context pressures in simple, integrated, powerful ways. We will discuss this in detail, sharing how Leadership Wisdom in Action™ and a WBLD approach work. New approaches like this offer leaders, organisations, and leadership development professionals a new choice. With the resources they already have, and with excellent new approaches, leaders can learn how to Perform & Transform™ today to grow into the contexts of tomorrow.

To conclude, the Four Contexts of Transformation™ are universal spaces in which leaders can learn how to grow under pressure. Dynamic, crushing pressure and weight can create buoyancy and elevation – think of huge ships, hot air balloons, and aircraft wings. Sophisticated design transforms massive weight into uplift and levity. Similarly, leaders of the future will be distinguished by their ability to harness heavy context pressures to elevate, uplift, and grow.

Sophisticated leadership and organisational development must empower this process in elegant, efficient, relevant, practical ways. It doesn't merely sustain energy (to reduce or prevent burnout). It helps leaders and systems to change the world and themselves to become more human, connected, and alive. It can transform leadership in all its four contexts, and thus change the world in ways visible and invisible to others: in positive ways no one can yet foresee.



Integrating Wisdom, Leadership, & Development

Wisdom-Based Leadership Development™ (WBLD) is a natural way for leaders, teams, and organisations to make wiser use of their resources, unlocking leadership and human potential in and around them. It is informed by a framework that coherently integrates three powerful constructs: (Development, Leadership, and Wisdom) in ways that are fit for today's hyper-complex contexts and unlock a new relationship to transformation. The notion of being 'fit for context' makes a WBLD approach relevant as we look ahead.

As we have said, Leadership Wisdom in Action™ is a fresh and unique leadership aptitude that could empower our industry to evolve further in service to leaders, organisations, communities, and the wider world. Leadership Wisdom in Action™ leverages innate wisdom for the purpose of leader development, creating transformational results in any context. As

escalating pressures and complexities face all of us today, this can create 'runaway' transformation in a person's leadership capability, growth potential, and energy. So, we can catch up, keep up, shape up, and step up...

Without a powerful unitive construct and framework it feels exhausting, if not impossible, to align the Human, Leader, and Organisational spheres (how many employees talk, not always unreasonably, of 'dehumanising' processes in their workplaces?). A WBLD approach makes the alignment simple in an integrated, practical way. An unpalatable alternative is to continue piecemeal, unintegrated or (worse) 'whack-a-mole' fragmented tactics to work with all three spheres at the same time. It is crazy-making: compounding your exhaustion while seeking to avoid it. It frustrates the desired transformation.

Pressure is transformative when you meet it through your innate aptitude of Leadership Wisdom.



Shifts reported by senior leaders are rapid, relevant to their own leadership, and durable. In contrast, pressures met without it cause waste, friction, stress, or even damage, with few of the benefits. Literally pain and no gain. This needlessly wastes human opportunity, leadership potential and organisational possibilities. A wisdom-based approach can help to create a better (or transformative) outcome.

For these reasons (and more beyond the scope of this paper), a WBLD approach and our Context Model offer a relevant, simple, and integrated approach to the context challenges in today's leadership landscapes. It is an approach we are excited and humbled to be pioneering at CFL. It is rapid, transformative, and collaborative, and we feel it can help shape a new frontier for all.

In the next paper, we look beyond a VUCA/ BANI frame, to explore in more depth how a new Global Epoch is reshaping the landscape of leadership; in particular, how it is altering what 'leadership' and 'development' mean, and their inter-relationship. A wisdom-based approach has a role to play in this evolutionary process. We will say more about this in the next three papers of this first Series.

We look forward to the next step!

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The human dimension isn't a 'problem' to avoid but a solution to access. By bringing human development and strategic priorities together, we are transforming our business in a way that really works and is building lasting forward momentum.

– Edmond Hart, HR Director, Global Group



Summary

Countless leaders and organisations fail to access their full human potential, seeing only problem areas or context challenges to address by redesigning structures and/or reallocating economic resources. A wisdom-informed view can positively transform this response.

Seven **value-adding aspects** of working with **Leadership Wisdom** have been presented in this first thought leadership paper, introducing a rationale for Wisdom-Based Leadership Development.

We conclude this first paper, then, with a statement: a Wisdom-Based Leadership Development™ approach is a highly relevant, compelling proposition for leaders in teams and organisations today.

Wisdom-Based Leadership Development™

- 1 It offers a **fresh, human-centred**, practical perspective on leadership development that is fit for today's challenging VUCA/BANI World.
- 2 It develops leaders' capacity to respond **adaptively and developmentally in highly complex and high-pressure** environments.
- 3 Because behavioural or mindset shifts are not enough today, it enables leaders to **grow at depth and pace to meet and respond sustainably** to their own heavy contextual demands.
- 4 It helps leaders Perform & Transform™ using simple, accessible, **integrated practices**.
- 5 It aligns growth at **human, leadership, and organisational levels by addressing Four Contexts of Transformation™** in well-integrated ways, making the work efficient and relevant.
- 6 It enables leaders to access and harness **energy** and growth from the **inside**, when they approach their **leadership challenges and their organisational transformation projects**.
- 7 Organisations of the future must enable leaders to **'grow as they go'**, not merely relying on the next course or coaching session. Leaders as **people of growth** serve the bottom line while expanding their potential, awareness, motivation, and authenticity. Today, this is vital.

The Leadership Wisdom series

The first Leadership Wisdom series presents Wisdom-Based Leadership Development™ as a relevant and compelling perspective on leadership, team, and organisational development today – it is not only fit for purpose, but also fit for today's context.

Sign up to our mailing list to receive our leadership papers at:
contact@cflglobal.com

The following papers in the series will be available to subscribers:

<p>Paper 1</p> <p>Wisdom-Based Leadership Development™</p> <p>Introducing a new perspective on transforming leadership.</p>	<p>Paper 2</p> <p>Wisdom-Based Leadership Development™</p> <p>How a new Global Epoch is reshaping the landscape of Leadership.</p>
<p>Paper 3</p> <p>Wisdom-Based Leadership Development™</p> <p>How a new Paradigm of Development is reshaping Leadership Development.</p>	<p>Paper 4</p> <p>Wisdom-Based Leadership Development™</p> <p>The Unity of Leadership and Development as a new maxim for LD in the Fourth Epoch.</p>



How can we serve you?

Companions For Leadership (CFL) has a diverse team of highly experienced leadership companions working globally at the frontiers of leadership development.

A new kind of Leadership & Organisational Development is needed that is fit for today's hyper-complex contexts – by being more energising, relevant, human, and powerful. This need informs our visionary Wisdom-Based Leadership Development™ approach for leaders and organisations of the future. Our pioneering approach is simple and accessible, rapid, and transformative for leaders today, even in the most demanding environments.

We are delighted to offer a well-differentiated portfolio of flagship programmes and bespoke support for leaders & organisations at a national, regional, and global level.

We empower Leadership Wisdom in Action™ a business-critical leadership aptitude for leaders and organisations to find and develop which is helping reshape the frontiers of our industry.

Get in touch

Discover how CFL can help you unlock energy, potential and transformation in yourself, your teams, and/or organisation.



Lasse Wrennmark

Founder & Leadership Companion

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Lasse is a specialised consultant in culture change, leadership development, team building and executive coaching. He has devised a number of transformation and culture change projects, strategy & refocusing workshops, coach the coach programmes. Lasse is an appreciated keynote speaker in the field of leadership and change. His ability to engage an audience with his authentic style and story-telling ability has led him to speak around the world including with and for the Mexican Government and top leaders in the Attorney General Office.



Cyril Legrand

Founder & Leadership Companion

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Cyril is a recognised global C-Suite consultant and executive coach on organisation/people transformation, transition & sustainable performance. For over 15 years, he has supported and worked with leaders and executive teams of multinational companies with business operations in complex multicultural and multidisciplinary environments. He champions self-discovery and continuous learning, embodying his philosophy of “collaborative action based on collective wisdom.” Cyril has created various successful leadership models and frameworks to support top executives to find their X-factor in order to better care and dare, rehumanising leadership and empowering their organisations to sustainably transform while performing.




Dr Philip Hayton AFBPsS

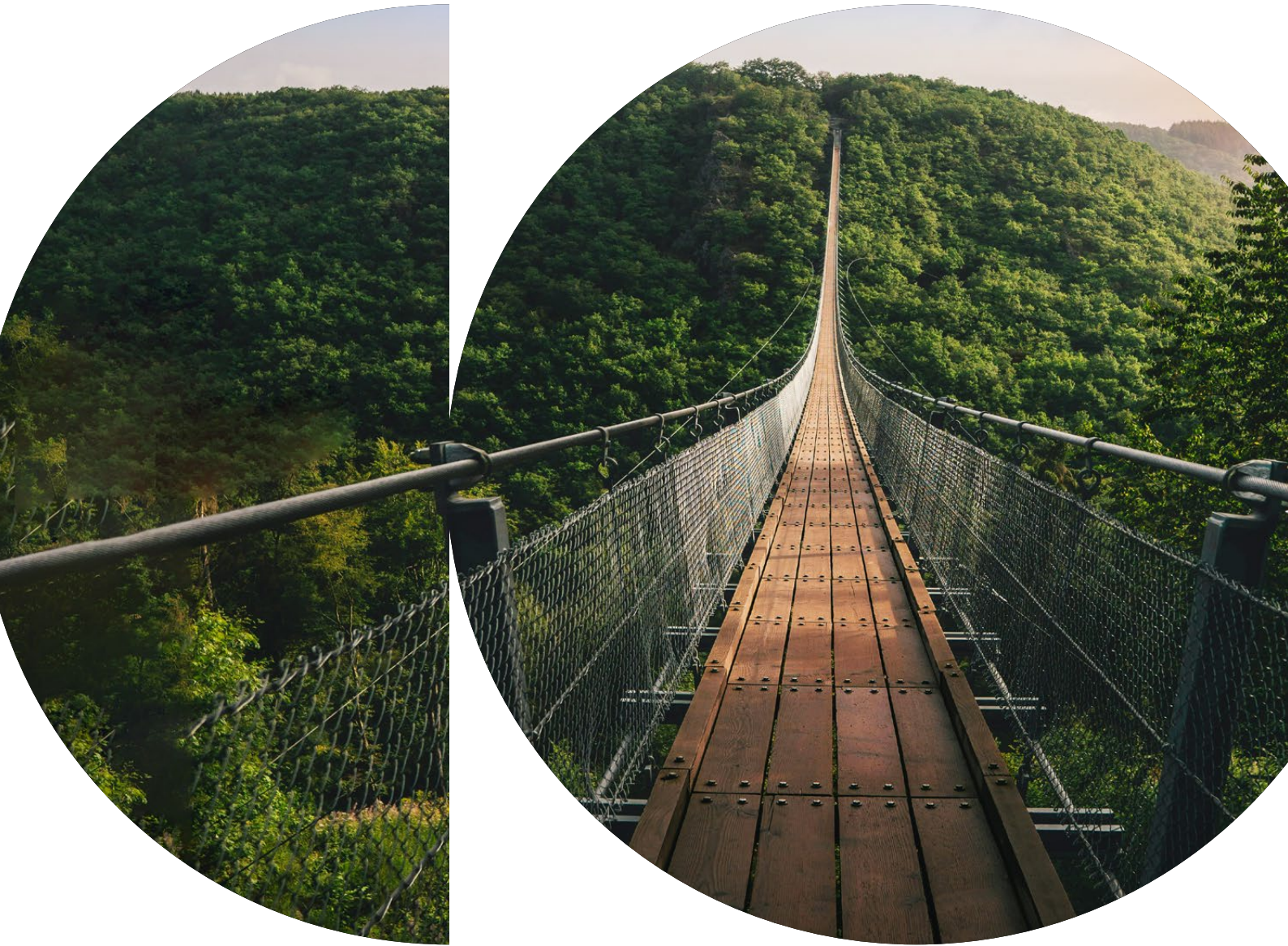
Partner & Leadership Companion

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A clinical and coaching psychologist, supervisor, researcher, and innovator in the leadership development space, and formerly a director and owner of the first ‘adult vertical development’ company, Philip leads innovation to empower transformation in Human and Leadership Development. As the (ageing) industry paradigm is so strongly rooted in applying someone else’s system to your own development, Philip works to build new, truly integral, inside-out approaches – essential in today’s accelerating, exponential world – and brings these to clients.



In today's ever-accelerating world, leadership is not just about running faster in the same direction, but about transforming the very journey you are on.



Companions for Leadership is a pioneering leadership consultancy committed to making the world of organisations wiser, truly daring and caring for the whole. With a community of progressive and wisdom-based Leadership Companions, CFL supports large-scale leadership and culture interventions throughout organisations.

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