



Wisdom-Based Leadership Development™

How a new Global Epoch and its transition are reshaping the landscape of Leadership.

02

SERIES ONE | PAPER 2

Dr Philip Hayton & Cyril Legrand

Leaders and Leadership Development consulting must respond to the two primary global transformations: the emerging Fourth Industrial Epoch, and the ongoing Third-to-Fourth Epoch transition. It is important to see that BOTH global challenges are, at their core, about *Transformation*.

Introduction

Welcome to the second paper in this series on Wisdom-Based Leadership Development™.

The first paper landed a few concepts to get us going, so welcome to the continuation.

Paper 1 discussed transformation in relation to leadership contexts. It set out a context model called the Four Contexts of Transformation™. A wisdom-based approach to leadership development naturally integrates the four components of this model. Thus, leaders can align their work on Leadership, Organisational, and Personal transformation.

The Four Contexts of Transformation™



Paper 2 focuses on the Environment layer of the Four Contexts of Transformation™ model. It looks at how the wider environment impacts Leadership in terms of human energy, wellbeing, and culture. It will explore how we got here: How has Leadership (and Leadership Development consulting) evolved over time?

The Leadership Development (LD) consulting industry hasn't always existed. It arose in a context, and it must continue to respond to its context to stay relevant (any industry has to evolve with life). Its approach must help leaders meet and address the demands and responsibilities of the times and help them understand and respond to the changes and trajectories operating.

The LD consulting industry needs new, efficient, integrated ways to empower leaders to lead their own growth in their context at their pace. Humans and living systems typically thrive on integration and cooperation but also face competing fragmentary forces.

Overall, the papers in Series One set out the context for why and how Wisdom-Based Leadership Development™ is a relevant and compelling way to grow authentically transformational leadership. As the Fourth Industrial Epoch emerges globally leaders' ability to work with transformation will become a must-have capability.

¹ The four contexts are 'Environment, Ethos, Expansion, & Energy'. All four Es affect a leader simultaneously.

A historical context





As stated in the introduction, this paper will discuss how ‘Environment’ in its broadest sense has had a huge influence on leadership and LD consulting historically and as we look ahead.

Consulting has always meant empowering a client’s success in their own context. Doing this well means the approach must be fit for context, which can be difficult. It gets even more difficult in a once-in-a-generation

shift of industrial epoch, like today. Urgent questions arise that we can’t avoid, like: “what kind of approaches are fit for this context?”

No leader or industry can see their trajectory if they can’t see where they have come from. Below is a short summary of four industrial epochs showing (in very general Western terms) how leadership and consulting have been shaped by the Environment for decades.

Historical transitions in Leadership Development consulting

Industrial Epoch	 1st Ind. Epoch	 2nd Ind. Epoch	 3rd Ind. Epoch	 4th Ind. Epoch
Period of Time & Age	1750s – 1910s The Industrial Age	1900s – 1960s The Petroleum Age	1950s – 2010s The Information Age	2000s >>> The Transformation Age
New source of Potential Energy	Machine Power	Personal Power	Informational Power	Transformational Power
Broad market trends as Context	Mass Production	Mass Consumerism	Mass Inter-connectivity	Mass Inter-relatedness
Major shifts in Consulting Industries	Banks offer consultancy to their client firms (<i>conflict of interest</i>)	Banks stop consulting. Consulting Industry begins to grow	Diverse models and tools offered for leadership in complex settings	<i>Leaders want something new. New LD approaches are needed (See discussion)</i>
Most relevant Leadership Consulting	Teach your staff what to do	Train leaders to lead their followers well	Educate leaders to learn and adapt, with others	Empower human beings for a transforming self/other/system
Most relevant Leadership Theories	A ‘Great Man’ is born not made	Leadership Traits & Behaviour Theory	Situational & Contingent Leadership (Capacities & Capabilities)	Your own Authentic & Transformational Leadership (Awareness & Aptitudes)
Most relevant Leadership Consulting Stance	<u>Industrial:</u> Process Engineer	<u>Technical, Advisory:</u> Specialist Expert	<u>Dependable, Adaptable:</u> Trusted Advisor	<u>Relational, Empowering:</u> Leadership Companion

© Dr Philip Hayton, 2024. Used with permission.



1st Industrial Epoch

The advent of **mass production** meant new potential energy was found in machinery. Business owners focused on operational efficiency and scientific management to increase productivity (by speeding up production).

The limiting factor for business success was found on production lines, not in leaders, so guidance was sought mainly from inventors and engineers in Manufacturing.

Much consultancy was offered by the banks that financed businesses (they had vested interests in success, but it later led to bias and conflicts of interest). Owners led their companies; leaders were owners. So, everyone else was ‘the staff’.

There was little focus on leadership models or methods to ‘develop’ leaders. The ‘Great Man’ theories of (heroic, charismatic) leadership dominated the zeitgeist. Real leaders were ‘born, not made’ – it was simple: you either have it, or you don’t.

2nd Industrial Epoch

The rise of **mass consumerism** after the First World War meant markets and companies grew rapidly and had to respond to the change. New potential energy was found in sharing power (in every sense) with consumers.

The limiting factor on business success was handling greater volumes of work, so ownership, leadership, and management were now separated in many companies.

Professional management took hold in sectors ranging from governments to multinational corporations. But people were still largely seen as cogs in a machine. After the Great Depression, banks were no longer allowed to offer consultancy in many economies, leading to a bona fide Consulting Industry becoming established for the first time in history.

Consulting was sought for organisational design to manage new organisational processes. This led to a new science of management emerging as leadership now began to be more commonplace.

There was great interest in how leaders are ‘made, not born’. Trait theory was being re-balanced by behavioural theories: how to ‘do’ leadership. The most relevant consulting stance (‘fit for this context’) was the independent Specialist Expert who could advise owners and managers on how to train the top people to lead staff well, without pushing local ‘great man’ biases or charismatic traits.

3rd Industrial Epoch

The rise of **mass inter-connectivity** again altered the global landscape, so leaders and organisations now had to address this effectively. New potential energy was found in information and communication technology.

The limiting factors on business success were many and varied. A critical one was the continual acceleration of pace and complexity at work. More firms became global, diversified, dynamic, and connected – increasingly linked in ‘real time’. This global, informational step change presented leaders with many novel challenges.

A key call on consulting firms was to educate leaders to be adaptable, sensitive, agile, and situational as both ‘team’ and ‘technical’ problem-solvers (still important today; but it emerged in the context of the Third Epoch). Efforts were made to find and promote the BEST specific leadership capacities and capabilities for the best situational and adaptive leadership in complexity (much of it came from and/or was used by the military-industrial complex). Many ‘lists’ of capabilities were published. The most relevant consulting stance in this epoch was of course the dependable, knowledgeable, and adaptable Trusted Advisor, which is now a default stance in global LD consulting.

4th Industrial Epoch

Along with newly emerging disruptive tech is a contemporary rise in mass inter-relatedness (epitomised by, but not limited to, social media). Global networks are no longer merely connected; they’re in relationship. This is a truly fundamental step change. Leading within continual global, multisystemic relationship is very different to just being ‘connected’. And new potential energy sits in one’s own transformative relationship to this transforming human context.

A limiting factor (among many) for business success is sustainability – yes, of external natural resources but, equally importantly, human energy to sustain transformative, complex work. Burnout among leaders is rising and shows no sign of slowing down. There are also mounting pressures which create accumulating tensions leaders must tolerate. Overall, humans’ relationship to nature (both external and internal) needs to evolve.



Many calls to consulting firms are now about helping leaders survive and somehow ‘thrive’ despite the onslaught. A ‘survive-thrive’ meme is a cliché for good reasons – almost anyone can recognise it as a dilemma in life. Now, a key question is how to empower leaders in a continually accelerating, monstrously complex, complicated, and often chaotic landscape. How can people sustain energy for self and other in this sort of environment?

Providing consulting has always meant empowering a client’s success in their own context.

For individuals, the substantive issue here is sustainability while IN transformation (both inside and outside of oneself). There’s no need to force transformation to happen, it is already happening. What currently (rightly) concerns so many people – wellbeing and mental health – is often a symptom of depleted personal energy in the context of rapid transformations, and not a primary cause of the depletion (as our Epoch is).

A new consulting stance is needed, beyond the Process Engineer, Specialist Expert, or Trusted Adviser. A catalytic guiding role is needed – the Leadership Companion. A Leadership Companion guides transformational journeys as one or more leaders learn how to lead their own growth, in their own ways and context, to meet their specific goals, using a WBLD approach. This stance and approach can catalyse and help leaders further develop their relationship to transformation in and around themselves.



Leadership Development consulting now needs new, efficient, human, integrated ways to empower leaders to lead their own growth in context, at their own pace.

The transformational power of Leadership in the Fourth Epoch

A new epoch births a new industrial context. It gives rise to a new landscape of leadership and consulting (among other things). The Fourth Epoch is the first to be truly global from the start. Today, a Transformation capability is no longer a ‘nice to have’ but a ‘must have’.

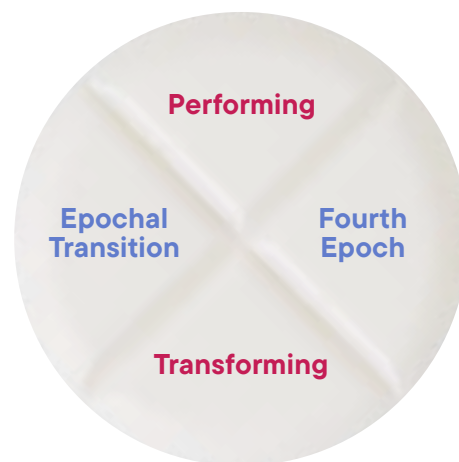
Why? Because leaders now navigate a global context with multi-layered transformations every day². We also face a once-in-a-generation transition and some specific Fourth Epoch challenges. In this hyper-complex context, leaders must still Perform & Transform™ in local scenarios but don’t always know how and often struggle to sustain energy.

How can leaders address this multi-layered set of context pressures? Understanding the Four Contexts of Transformation™ can help them to respond and turn exhaustion and depletion into inspiration, regenerative energies, and enjoyment².

Leaders must navigate multi-layered transformations every day.

A transformational capability isn’t a ‘key ingredient’ to inculcate via leadership development exercises (like in the Third Epoch). Rather, it is a by-product of learning how to lead your own growth in your own context, for yourself in your own way. This process cultivates your relationship to transformation and, in time, to this new capability.

A tough pill to swallow?



A transformational capability is thus not a skillset or mindset, and it isn’t taught or inculcated. It must be discovered and grown in your own authentic ways. The root of such a capability can only be your own reality.

This capability supports you to navigate today’s ongoing epochal transition, the demands of a new Fourth Epoch, and the

² All Four Contexts of Transformation™ are a consistent leadership pressure – see Paper 1 for more details.



challenges of Performing & Transforming™ in a hyper-complex Environment. This capability results from the ways you create your own unique pathways to growth in your local contexts and roles.

Putting this all together is more than a big pill to swallow. There's no one-size-fits-all here. While facing huge shifts (for which most of us lack prior experience, crucial 'muscles', and key insights), leaders must move fast and respond in unique ways to the challenges. It is a big ask. Hence, right now there is an urgent need for radical, rapid, and relevant forms of empowerment so that leaders can sustain their ability to respond well over time.

In sum, leaders now navigate roles in a hyper-complex, always on, accelerating world. In this context, process and outcome have coalesced in unfamiliar ways. That is, managing the process (notably exhaustion!) has become a major concern and outcome. So, what do we do? What is the most relevant response from LD consulting for leaders facing all this?

As we have said, a relevant response is to **build your relationship to transformation** – because 'Transformation' may be the central Process and Outcome in the Fourth Epoch. This has implications for LD as an industry (see Papers 3 and 4). The above brief sketch of the history of leadership make it clear a new LD approach is needed for *leaders in the Fourth Epoch*.

In this Fourth Epoch, a Transformational ability is no longer a 'nice to have'. It is a 'must have'.

Leadership responsibility and the ‘nature of your response’



A shift of Epoch increases acceleration, scale, and connectivity. It gives rise to new potential energies which can – if used wisely – more than offset the extra demands. Four shifts have culminated in a new, unparalleled, always-on-globally-relating-in-real-time environment.

In such a world, things happen at a pace and frequency no human is built to handle. Leaders (especially in key roles) are regularly required to work outside the bounds of normal human functioning for which they are evolutionarily adapted. In effect, many leaders now inhabit a sub-humanised (dehumanising) zone of chronic stress, over-stimulation, and overwhelm not faced by leaders in former epochs. As the introduction to Paper 1 stated, the no-win choice for leaders is ‘burn out or fade out’ (overwork or fall behind). Burnout has become almost an entry price for senior leadership roles. It affects every generation today.

Leadership responsibility is sometimes described as an ‘ability to respond’. But the taking of responsibility isn’t enough. The quality of response is what matters in leadership. There are at least three kinds of response to difficulty; some of which are more helpful than others. A metaphorical example we have all experienced helps demonstrate the point. So... let’s say a person we know is dehydrated and has a headache. What are three ways we can respond?

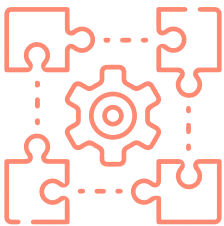
A headache often occurs because the body isn’t built to operate without adequate hydration for long. In this simple example it is ‘just a headache’, we assume no morbid underlying disease – but, even in a morbid case, our point still stands. Responses can address, or miss, crucial issues. Here are three main response options, using this example.

1



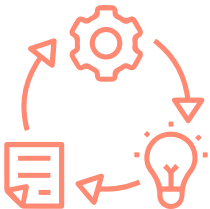
Address the SYMPTOM/S: The first way is to focus on Symptom (the headache). Offer a pill for it and hope it works. Whatever the cause is, it might sort itself out... It is the simplest, fastest, most basic response. But medium or longer-term, it's a disaster! To extend the metaphor, dehydration can also be linked to cancer, diabetes, heart disease, and other killers. It is a pathology pathway of escalating symptoms and potentially whole-system failure. If the dehydration also leads to dizziness and hunger, we could offer shots for that too. Giving the person a pill is relevant but misses the point. Before long, it can spiral into disease. If the real-life organism with a metaphorical 'headache' were a business or an industry, it would need to wise up fast...

2



Address the SOLUTION/S (tangential): The second way is to ignore symptoms and seek a generic solution. It is a 'tangential' path. On the face of it, this response looks positive and kind. We have a clearly desired outcome – for the person to feel well – so we focus on it. We give the dehydrated person vitamin shots for general wellness. Great! Lacking hydration, they get vitamin shots to boost wellbeing. They feel a bit better and cared for, but briefly. Nothing else changes much because the cause hasn't changed. Nor has the symptom been addressed. A* for effort; well-meaning yet arguably irrelevant. It is all too much of a tangent. The person gets a boost and then old symptoms return. The central issue or problem is still going strong, but now underground...

3



Address the CAUSE/S: The third way addresses Cause – in this case, hydration and the impact of dehydration. If we understand this impact, link it to the headache experience, and address the cause by guiding the person to rehydrate for that reason (so they can learn) then, in future, they'll recognise dehydration, understand its impact and remedy, and make a more adaptive response. It is unlikely they'll get a long-lasting headache (or anything else) from dehydration again. Now, addressing Cause is often claimed to be painful, slow, and expensive. But that depends. It can also be simple, elegant, efficient, and more enjoyable than 'pills' or 'forced regimens'. The ideal response is just that – a Causal one that works simply and rapidly with nature (this is a core principle underpinning our WBLD approach). Unless you address the causal layer, you are not able to move forwards in a sustainable and developmental way...

A fourth option is to abdicate responsibility: *relinquish your power and its potential*. Suffer. We have seen an increase in leaders' desire to handle suffering (e.g., mental toughness). While it can seem 'strong', it over-adapts to the problem and normalises your pain. Some leaders wear suffering proudly, but this can cost them their transformative power.

When you can't glimpse the nature or origin/s of an issue, your ability to respond in relevant (thus effective) ways is heavily compromised. Leadership and LD consulting face a once-in-a-generation challenge: a Fourth Industrial Epoch and an ongoing transition into it. These two massive concurrent problem spaces are still largely unaddressed by LD consulting. They're not as simple as dehydration! Our responses to them will have far-reaching consequences.

Leading into, and in the Fourth Epoch



The Fourth Industrial Epoch has not yet led to a decisively new approach to leadership, development, or LD consulting.

The Fourth Epoch is emerging in real time. It brings unprecedented challenges and issues. Its demands and complexities cannot always be easily seen or felt – ***‘what is this headache; what is causing it; how can I make myself feel better?’***. Our inability to fully see the change or grasp its impact makes it hard to respond effectively. It is disturbing and confusing. Ill-prepared leaders tend to respond tangentially with generic Solutions (a wellbeing workshop or long weekend is like a vitamin shot). Preferred solutions tend to be more conventional, closer to the previous epoch’s logic (like simply reorganising your business). Helpful, but addressing a different problem, often with worldview rooted in another epoch.

Leaders and LD consulting must respond to the two primary global transformations: the emerging Fourth Industrial Epoch, and the ongoing Third-to-Fourth Epoch transition. It is important to see that BOTH global challenges are, at their core, about

Transformation. This extraordinary convergence is vital to understand. It implies that Transformation may well become a core, global trajectory in humankind’s new epoch – more than ever before.

There is a lag between world epochs changing and societies responding or catching up. The Fourth Epoch has begun at a technological level and human beings are only beginning to wise up or try to catch up. Most commentary is at a societal, economic, political, or other broadly impersonal level. Very little attention has been given to the kind of support relevant to individual leaders who grapple with a Fourth Epoch – that is, the focus is on the leaders OF the world and its new technologies but not on the many leaders IN this new epoch.

Let’s briefly consider the two massive transformations already affecting leaders today.

Let's briefly consider the two massive transformations already affecting leaders today.

The Epochal Transition

The transition from Third to Fourth Epoch is huge. It is an ongoing global shift from a known, well-defined epoch to a new, unknown, not yet fully defined epoch (with a hard to define period of overlap, which could even become a permanent co-existence). Listening while problem-solving is hard. But Epoch transition is more than multi-tasking; we could call it 'multi-pathing' – walking multiple divergent trajectories at once. It can feel like you live in many worlds that hardly join up. Like having feet in different rowing boats as they move in different directions... it creates a major energy burden and uncertainty, yet with the subtle certainty that your future will be increasingly stressful and/or painful.

Epoch changes affect everyone everywhere, even those unaware of it. The shifts are global. We all multi-task and multi-path through our Third/Fourth epoch world as we lead our lives. But there is too little consideration of its implications in supporting real leaders and teams. A WBLD approach has been explicitly developed and refined to address this gap. Leaders don't just handle these context pressures. They must absorb and respond in complex roles and teams (indeed, multi-generational teams also face 'multi-path' issues at a local level).

LD Consulting must address this Epoch transition to support leaders. Such shifts are not simple, predictable, or linear at one level; they are complex, overlapping, interactive, emergent, non-linear, and unpredictable at all levels. It will take time for the consulting industry (and leaders) to catch up, keep up,

shape up, and step up. And it will probably mean building a new relationship to Transformation. Indeed, definitions of growth, leadership, development, and transformation will need to be revisited. Leadership Wisdom sits in the nexus of these and other important areas and has a valuable role to play. We suggest new paradigms and approaches are emerging that are fit for today's and tomorrow's contexts.

The Fourth Epoch

The second transformation to consider (besides transition) is within the Fourth Epoch itself. As was just noted, the Fourth Industrial Epoch has not yet led to a decisively new approach to leadership, development, or LD consulting. New models have emerged (like Regenerative Leadership) which, while great to see, don't transcend the Third Epoch limitations noted. New approaches are increasingly urgent. The global LD consulting industry has always had to respond to its context, and the most recent shift of Global Epoch is no exception.

Fourth Epoch commentators focus on technology – the sciences of artificial intelligence, Web 3.0, and human-machine interfaces, for example. Relatively little space has been devoted to the human-scale challenges of the emerging epoch. Yes, societal threats and opportunities get press. But major psychological implications get little space. How can individual leaders as human beings keep up with the exponential change and acceleration? What are the implications for LD consulting with leaders and teams...? Questions like these deserve more space and ink. Individual leaders ask: what is most

relevant for my leadership development now? Does it offer me real change? Can it address my own context? Is it developmental for me? Can I easily lead it myself? Can I keep it relevant over time in a fast-changing world, without constantly needing extra expert guidance? A fresh, relevant, and compelling approach must be able to address all these questions, as WBLD does.

Any major epoch has a distinct history, technology, logic, potential energy, and trajectory. The notion of a Fourth industrial Revolution was coined by the founder of the World Economic Forum, a big picture thinker. Is the word ‘revolution’ an overstatement? The changes are happening at a such scale, with so many elements and layers, it can be hard to see what’s really happening overall. For some, it may look like a gradual evolution. But in a world where inter-relatedness is now global, real-time, and frictionless, everything changes.

Being in continual inter-relationship globally in an always-on environment is a remarkable, unprecedented, demanding situation to manage, let alone to lead in. It has transformational power in the number, pace, and depth of connections that exist (or can exist) between people (leaders, teams, systems, customers, stakeholders) and things. Relationships are the most fundamental, transformative, and problematic area of leadership. They use the most energy, cause most difficulties, and are always at the root of success. Hence, the (ongoing) increase in the scope and depth of inter-relationships truly has transformational potential. How it is handled and harnessed depends on a person’s own relationship to transformation.

This paper doesn’t give a full account of the Fourth Epoch. We simply note the human shift: from inter-connectedness to inter-relationship and its potentially transformational power.

In Paper 1, we briefly offered a new framing of Leadership: Leadership is human, personal, relationship, and development. If you put it together well, you naturally get authentic transformations in a leader’s development journey. This is what the WBLD approach has been specifically designed to do. In Paper 3, we will explore the landscape of Leadership Development consulting. We will show that authentically transformative leadership development is going to become a universal foundation of LD consulting and programmes.

Epoch transition is more than multi-tasking; we could call it ‘multi-pathing’ – walking multiple divergent trajectories at once.

Wisdom-Based Leadership Development™ was created for this context: fit for a transforming world epoch, and rooted in each person’s own unique life, leadership, and growth process. Leaders and leadership development professionals need new approaches to empower relevant responses, and harness the transformative power of the Fourth Epoch.

Major, complex, rapid transformations are taking place at all levels – within, between and around us all. We can only feel some of them. Industries, organisations, teams, and leaders need new, more relevant ways to sense, frame, and respond to the emerging challenges.



Summary

Four successive, accelerating waves of global industrial revolution have caused Leadership, and Consulting to evolve.

Major, complex, rapid transformations are taking place at all levels – within, between and around us all. We can only feel some of them. Industries, organisations, teams, and leaders need new, more relevant ways to sense, frame, and respond to the emerging challenges.

Leadership consulting evolves as the world shifts. A fourth, global industrial epoch means Leadership Development approaches must evolve to offer simpler, more powerful, radically effective ways to help leaders grow authentically, for example, by empowering them to lead their own development and unlock a new relationship to transformation. As we have shown, in an accelerating world, it isn't enough to 'run faster'. You need to transform the very nature of the journey you are on and your relationship to it. Transformation is key.

So, Leaders (like teams and organisations) must be enabled to move in relevant directions, in generative ways, with developmental results defined in part by themselves (not an outside expert or one-size-fits-most prescription). They need access to rich, integrated, causal, context-relevant frameworks, not thin, limited, tangential, symptomatic input (whack-a-mole). And reworking their purpose isn't enough.

Models of leadership evolve (from Heroic Leader to Leader as Coach, for example) and so does the ideal consulting stance. The default stance has also shifted (from Engineer to Technical Expert to Trusted Adviser) and we suggest a new stance is now relevant and fit for context: the Leadership Companion (see Papers 3 and 4).

A **Leadership Companion** stance is how a development professional walks with one or more leaders through real change, transition, and/or transformation in their living and leading. Leadership companions support authentic growth as leaders navigate life and leadership. They help leaders access inner resources so they can Perform & Transform™ sustainably – meeting the pressures of today while shaping their leadership and life for tomorrow.

Leadership Companions don't prove their value with **advice** or by being liked, but by helping you unlock **your unique creativity, confidence, and capability** to live, lead, and grow. This is what Leadership Wisdom in Action uniquely facilitates. We hope you share our careful excitement about the great transformations possible in the years ahead.

In the next paper in the series, we will look at how the landscape of Leadership Development is being reshaped by a new paradigm of 'development' for leadership, which is inspiring an exciting new approach to leadership consulting and coaching.

We look forward to sharing Paper Three with you.

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:

Paper 1

Wisdom-Based Leadership Development™

Introducing a new perspective on transforming leadership.

Paper 2

Wisdom-Based Leadership Development™

How a new Global Epoch is reshaping the landscape of Leadership.

Paper 3

Wisdom-Based Leadership Development™

How a new Paradigm of Development is reshaping Leadership Development.

Paper 4

Wisdom-Based Leadership Development™

The Unity of Leadership and Development as a new maxim for LD in the Fourth Epoch.



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

lasse.wrennmark@cflglobal.com

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

cyril.legrand@cflglobal.com

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

philip.hayton@cflglobal.com

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.



The LD industry has always evolved as the world shifts. As a fourth, global industrial epoch emerges, a Wisdom-Based Leadership Development™ approach can support a necessary evolution in LD by offering a simple, powerful, radically effective way to rapidly develop leaders.



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.

www.cflglobal.com