

Business Name: Learning Point Group

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Learning Point Group

Learning Point is a full-service consulting firm that focuses on leadership, team, and organizational development. We are based in the Pacific Northwest and do work around the world. Our purpose is to enhance your success by helping you build commitment, competence, and collaboration in your workforce. You provide the leadership. We provide the tools, training, and roadmaps. Together we create success. And we help you measure that success every step of the way.

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On a rainy Thursday in Seattle a few years earlier, I viewed a senior leadership team implode over a whiteboard.

Six executives, six markers, and six various top priorities. One leader circled profits forecasts 3 times. Another kept erasing anything that was not about consumer effect. Someone whispered, "We've talked about this for months," and pushed their chair back. You could feel the aggravation in the room.

They were not brief on intelligence or experience. What they lacked was shared commitment, visible skills as a team, and a way to collaborate without grinding each other down.

The minute that moved whatever was stealthily basic. We did not include another structure or grand technique. I introduced 3 little leadership tools, then stayed mostly out of the method while they practiced utilizing them in genuine time. Within ninety minutes, they had a clear set of agreements, more honest conversation than they had managed in 6 months, and something uncommon: quiet self-confidence that they could do this together.

Leadership team coaching is not about turning executives into best people. It is about providing skilled individuals useful ways to line up, decide, and resolve dispute without losing trust. Much of the most helpful tools are compact sufficient to fit on a single sheet of paper, yet deep sufficient to utilize for years.

This article strolls through those type of tools, shaped by real leadership training experiences with teams from the Pacific Northwest and beyond, and tuned for leaders who desire more than slogans and slides.

Why team leadership work feels harder than it should

Most teams do not fail because of weak technique. They fail in the quieter, more human places.

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You see it when a CEO states, "We settled on this last quarter," and 3 executives look blank. Or when a senior leader tells me independently, "My peers are fantastic individually, however in a space together we are awful." The space between possible and performance frequently boils down to three missing out on elements: sustained commitment, demonstrated proficiency, and healthy collaboration.

Commitment is not simply contract. It is clearness about what we will do, what we will refrain from doing, and what we will sacrifice together. Competence is not only private ability. It is the capability of the leadership team to think, choose, and function as a meaningful unit. Cooperation is not being nice to each other. It is the capability to emerge hard realities, hash out trade offs, and after that leave the room merged enough that your teams are not confused.

Leadership development programs generally target people. Those have value, however if you train 10 leaders in seclusion and after that toss them back into a misaligned team, most of that value evaporates. The friction in the system will overpower the fresh insight in their notebooks.

Leadership team coaching aims at the system itself. The system of change is not simply "you as a leader," but "us as a leadership team." The tools that work best in this context tend to share 3 qualities:

1. They are easy adequate to describe on a flip chart.
2. They are robust enough to survive real organizational pressure.
3. They become part of the method the team runs the business, not just part of a workshop.

Let us look at a few of those tools in detail.

Tool 1: A shared program that is not a calendar

One of the most typical failure patterns I see in leadership workshops is a packed program that looks outstanding and accomplishes almost absolutely nothing. The day fills with status updates, presentation decks, and respectful concerns. By the end, everyone is exhausted and behind on email, yet nobody can name 3 concrete choices that were made.

A leadership team's program need to operate more like an agreement than a schedule. It responds to 3 concerns before anyone walks into the space:

- What are business outcomes we should move today?
- What are the relationship results we want to secure or strengthen?
- What do we require to learn or clarify so we can move faster later?

A basic tool that typically changes the tone of leadership conferences is the "3 x 3 program." Rather of a long list of topics, the team settles on three results, 3 choices, and 3 questions.

Here is how it operates in practice. Before each recurring leadership session, the conference owner sends out a one page pre read with 3 short areas:

1. Outcomes: For instance, "Align on the leading 2 concerns for the next quarter," "Verify spending plan envelope for product launch," "Clarify ownership for consumer churn technique."
2. Decisions: For instance, "Approve or decrease growth to the Denver workplace this fiscal year," "Select one of 3 alternatives for re org of operations," "Agree on metrics to track in weekly report."

3. Questions: For instance, "What are the 2 most significant threats we are not naming," "Where are we duplicating effort across departments," "What are we doing that no longer fits our size and stage?"

When a team utilizes this tool consistently, several things shift gradually. People show up much better ready since they understand the shape of the discussion. Less subjects slip into the meeting as "quick updates" that take time. Most significantly, the team begins to see itself as jointly responsible for the quality of its agenda rather than treating it as something the CEO or chief of staff controls.

The trade off is genuine. A 3 x 3 agenda forces you to say no to a great deal of noise. Some leaders are at first uneasy leaving items off. The payoff is equally real: more depth, clearer ownership, and a shared sense that the time together matters.

Tool 2: Commitments you can see, not just feel

During one leadership training in Portland, a VP of engineering finally snapped throughout a discussion about priorities. He said, "Every quarter we pretend to choose a few things, then we each return to our teams and keep doing our own list. We are not lying, exactly, however we are not honest either."

He was right. The team did not lack intelligence. They lacked noticeable commitments.

Verbal contracts are fragile. The more complex your organization, the much faster they decay. To build dedication that makes it through everyday pressure, leaders need a simple, noticeable artifact that captures what they have truly concurred to.

I typically utilize a tool called the "Commitment Canvas." It is actually a big sheet of paper or shared digital board with a few boxes:

1. What we will accomplish together in the next 90 days.
2. What we will deprioritize or stop.
3. What we clearly disagree on however will move forward with anyway.
4. Who owns which part, consisting of decision rights.
5. What success will appear like in specific, observable terms.

The third box is the one that alters habits. Most leadership teams try to reach complete consensus. When they can not, they silently accept disagree and after that act separately. By adding a space for "disagree and devote," you make that stress visible and legitimate. Leaders can state, "I would not have actually picked this course, however I comprehend the rationale, and here is what you can depend on from me."

In one financial services company based in Tacoma, a controversial argument around moving resources to digital items ended just when the COO composed on the canvas, "Marketing disagrees about timeline and risk, however devotes to resource the launch plan as proposed." That sentence did more for trust than another hour of argument would have.

The Commitment Canvas works best when it is kept alive. That implies revisiting it on a monthly basis or quarter, crossing out what is done, and changing just outdoors. If you let it become a static artifact, it turns into yet another slide deck [leadership tools](#) no one reads.

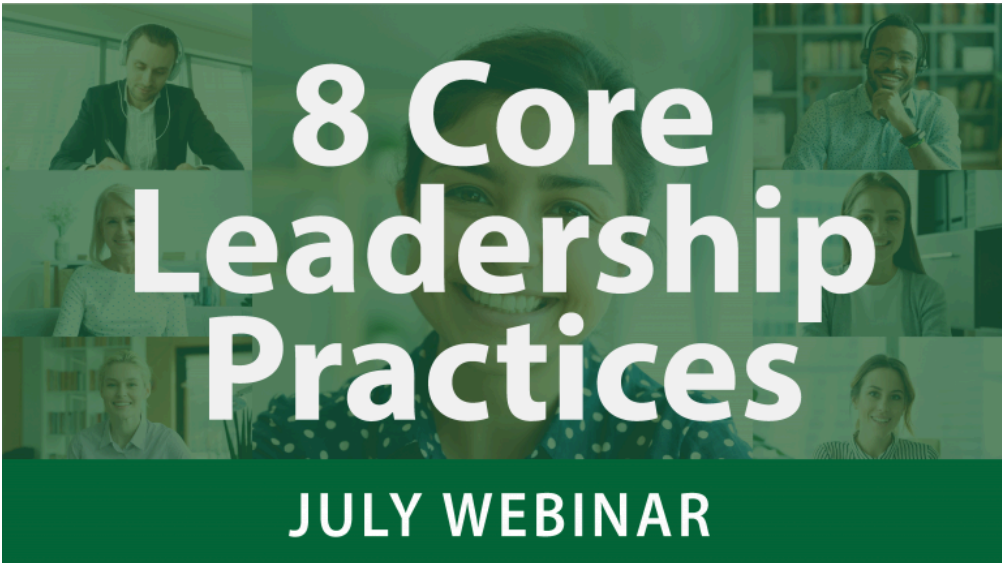
Tool 3: Competence as a team, not simply as individuals

During many leadership development sessions, participants present themselves by noting their achievements. When I ask, "What is this team known for as a team," there is typically a time out. Somebody will state, very carefully, "We are proficient at execution," but they rarely have evidence, and opinions differ widely.

A leadership team's competence shows up in cumulative practices. How rapidly do you make decisions with insufficient data. How reliably do you follow through on cross practical initiatives. How well do you communicate clarity downstream. These are group muscles.

One useful tool to strengthen those muscles is what I call the "team skills radar." It is a basic, rough instrument, but it creates powerful conversation.

You choose 6 to eight abilities that matter for your stage and technique. For a high development tech company in Seattle, that list may include things like "fast cross practical decision making," "healthy conflict," "circumstance planning," "skill calibration," and "consumer listening at the executive level." For a public sector agency in Olympia, the skills may lean more toward "stakeholder positioning," "policy impact assessment," and "interdepartmental coordination."



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Each leader rates the team, not themselves individually, on a scale from one to five for each capability. The only guideline is that a 3 ways, "We do this reliably adequate that I would bet my reputation on it most of the time." Scores of four and 5 need to be rare.

When you overlay the scores on an easy radar chart, the pattern is often surprising. You might find that everybody assumed "healthy dispute" was a weakness, yet most people actually rate it as a 4. Or you find that "quick decision making" is a couple of in the eyes of your a lot of execution minded leaders, even though others thought it was fine.

The goal is not the chart. The objective is the story it requires you to tell each other. Where are the spaces in perception. Which abilities matter most this year. What concrete behaviors would raise a particular capability by one point.

Teams that adopt this tool make better options about leadership training and workshops. Instead of sending out individuals to generic courses, they buy experiences that resolve real, shared spaces. For instance, if "situation preparation" is weak throughout the team, a facilitated offsite that works through 3 possible economic futures will assist much more than another slide deck on strategy.

Tool 4: A simple collaboration procedure for difficult conversations

One of the most effective leadership tools I have actually seen used from Vancouver, Washington to Singapore is likewise among the easiest. It is a brief protocol that guides how leaders take on mentally filled, high stakes topics.

Most teams either prevent these conversations or wade into them without any structure, then question why everybody leaves disappointed. The procedure I teach has 3 stages, and I typically compose them on a flip chart at the start of a conference:

1. Clarity
2. Exploration
3. Commitment

Clarity suggests we specify the issue together before we dispute services. In practice, that might seem like, "Before we talk choices, can we each state in one sentence what we think the actual problem is." It is amazing how frequently the team is not talking about the same thing.

Exploration is the stage where you ask, "What are at least three feasible methods to manage this," and, "What is the greatest argument against the alternative you personally prefer." The goal is not to win, it is to expand the set of serious possibilities and surface risks.

Commitment is where somebody proposes a way forward and asks explicitly, "Can each of you deal with this and commit to supporting it publicly." You slow down simply enough time to avoid the pattern where individuals nod in the space and weaken outside of it.

I watched a healthcare leadership team in Spokane utilize this protocol to navigate whether to close a beloved however unprofitable regional center. Feelings were high. Each leader had individual relationships with staff there. Without structure, the meeting would have become a swirl of anecdotes and guilt.

By requiring themselves to move through clarity, exploration, and commitment, they reached a decision they could support. They acknowledged the human expense, outlined a shift plan, and agreed on specific messages to their teams. A year later on, one of those leaders told me, "That was the hardest decision of my profession, but due to the fact that of how we did it, I sleep in the evening."

The edge case to look for is performative use. Some teams embrace the language of the protocol, but slip back into old routines below. You hear expressions like, "Let us check out," delivered with a tone that actually indicates, "Let me persuade you." If you observe that pattern, name it gently. The protocol only works when leaders want to be influenced, not just to affect others.

Tool 5: The 60 minute stakeholder mirror

Leadership teams typically make choices in a space, then discover resistance when they share the result. They label that resistance as "modification tiredness" or "absence of buy in," when in truth they never ever considered how the decision would land with genuine people.

One of the simplest coaching tools to develop better partnership throughout the organization is the "stakeholder mirror." It takes 60 focused minutes and avoids a lot of downstream pain.

Here is a compact version as a list, because lots of teams like to print it and keep it near their whiteboard:

1. Name the choice in one clear sentence.
2. List the three to five stakeholder groups most affected.
3. For each group, answer two questions: "What do they stand to gain or lose," and, "What will they fret about."
4. Identify someone from each group you can sanity consult before completing the decision.
5. Adjust the choice or the interaction strategy based on what you learn, then share the "why" as clearly as the "what."

This tool does not need a big task or long workshop. I have watched leadership teams in manufacturing plants, nonprofits, and software business utilize it on the back of a napkin over coffee. The point is to interrupt the self referential bubble that senior leaders quickly slip into.

The trade off is speed. You can not constantly run a complete stakeholder mirror for every single minor decision. The secret is to reserve it for moments that alter individuals's work, status, or identity in noticeable methods. In those cases, the extra hour more than spends for itself by lowering churn and confusion.

Bringing it together in real leadership workshops

You can learn more about all these tools from a book, yet something various happens when a real leadership team experiments with them live. That is where leadership team coaching and thoughtfully created leadership workshops earn their keep.

When I deal with leadership teams in the Pacific Northwest, I rarely begin with a lecture. Instead, we pick a couple of current company obstacles and utilize them as the testing ground for new tools. Rather than practicing on safe case studies, we work with the messy truth that is already on their plate.

A typical arc may appear like this, extended across a few months:

First, a brief diagnostic conversation with each leader to comprehend their view of the team's strengths and friction points. You can not select the best leadership tools if you do not know where the real stress lives.

Second, a working session where we present one structural tool, like the 3 x 3 program or the Dedication Canvas, and one social tool, like the cooperation protocol. The team uses them on a genuine issue, not a theoretical one.

Third, a follow up rhythm that enhances use. This might be thirty minutes coaching check ins focused only on how the tools are being applied. Are leaders bringing the agenda discipline into their regular staff conferences. Are they revisiting their visible dedications or letting them drift.

The crucial part is what happens outside the official occasions. The greatest leadership development frequently slips in sideways. A CFO in Seattle when told me, "The important things that stuck was not the offsite, it was the minute three weeks later on when my peers called me out, kindly, for slipping back into making unilateral choices. We had language for it since of the tools we learned."

When leadership training respects individuals's time, focuses on real work, and equips them with a small set of repeatable practices, the culture starts to move. Not overnight, however in subtle, cumulative ways: clearer programs, more truthful debate, less "mystical" choices, more shared ownership of outcomes.

Choosing tools that fit your context

Not every tool fits every team. I have actually seen the Dedication Canvas become a north star artifact for a growing company in Bend, while a comparable team in a more hierarchical culture found it too exposing. They needed to begin with lighter weight practices before tackling visible disagreement.

A few directing principles can help you pick the right leadership tools for your scenario:

Start where the discomfort is loudest. If your meetings seem like a blur of subjects without any closure, start with program and choice tools. If trust is fragile, start with cooperation protocols that make it safer to speak truthfully. If alignment across departments is bad, stakeholder oriented tools frequently give the fastest relief.

Respect your organization's season. A start-up sprinting to survive has different bandwidth than a fully grown enterprise doing a multi year improvement. Enthusiastic leadership development strategies that do not match the season will be disregarded no matter how stylish they search paper.

Involve the entire team in choice. When leaders co select the tools they will use, adoption climbs. I typically put 3 or four options on the wall and ask, "Which 2 would actually help you next quarter," then go back. The conversation that follows is typically more revealing than any evaluation report.

Lastly, plan for perseverance. A tool utilized when in a workshop is an occasion. A tool used weekly for a year enters into your culture. The distinction is rarely about luster. It is usually about someone on the team taking peaceful responsibility for keeping the practice alive enough time for it to feel normal.

From the Northwest to any place you lead

The Pacific Northwest has its own character: a mix of directness and reserve, innovation and pragmatism, a strong choice for meaningful work over fancy slogans. The leadership teams I have coached from Portland to Bellingham share a typical desire: to do right by their individuals and their mission, without getting lost in theory.

What I have actually discovered, working with them and with teams far beyond this region, is that location matters less than discipline. The leadership tools that construct commitment, competence, and partnership are surprisingly universal. Whether you are leading a making business in Tacoma, a not-for-profit in Boise, or an engineering center in Dublin, the basics hold:

Make your shared dedications noticeable. Run meetings around results and choices, not updates. Practice structured methods to manage tough conversations. Look at yourselves truthfully as a team, not simply as a collection of high carrying out individuals. Remember the people whose lives your choices will change.

If you deal with leadership team coaching as a one time event, you might get a quick morale increase and some great photos from an offsite. If you treat it as a way to install a small set of useful habits into the daily life of your team, you will feel the difference in your calendar, your conversations, and the stories your individuals tell about what it resembles to work there.

The tools are easy. The work is not constantly easy. But the reward is a leadership team that can look each other in the eye on that rainy Thursday with 6 markers and one whiteboard, and state, "We know how to do this together."

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Learning Point Group offers leadership training coaching learning journeys and customized development programs designed to enhance leadership skills across all levels of an organization.

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Learning Point Group improves team performance through targeted training workshops coaching and development programs that strengthen communication collaboration and accountability within teams.

What types of leadership training programs does Learning Point Group provide

Learning Point Group provides programs such as leadership boot camps learning journeys and blended learning experiences that combine workshops coaching and on demand resources.

Does Learning Point Group offer virtual or in person training options

Learning Point Group offers both live virtual events and in person workshops allowing organizations to choose flexible training formats that meet their needs.

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Learning Point Group services benefit emerging leaders frontline managers senior leaders and entire teams looking to improve leadership effectiveness and organizational performance.

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The Smart Pass program provides access to a variety of leadership development resources including live sessions on demand content and ongoing learning opportunities for continuous growth.

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Learning Point Group measures leadership success by evaluating behavioral changes performance improvements and the overall impact of development programs on individuals and teams.

What is the Learning Point Group leadership boot camp

The leadership boot camp is an intensive program designed to build core leadership skills through practical training exercises real world application and guided development.

How does Learning Point Group customize training for organizations

Learning Point Group customizes training by aligning programs with an organizations goals culture and challenges ensuring that learning solutions are relevant and impactful.

Where is Learning Point Group located?

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