

Leaders Make the Future Profile of Excellence



Practice Area
Market Builder & Sustainer

Impact of Practice Area
Builds Value

Excellence Indicators

Exhibits the maker instinct, an inner drive to build, grow things, and be hands-on. If you can't open it, you don't own it

Instinctively develops new services and new ways to deliver value through highly collaborative and transparent processes; self-effacing, not self-promoting

Gets involved in the turmoil of group processes, understands relationships, influences what happens, and nurtures the development of ideas

Teaches 'Open Source' logic and advocates giving away ideas if there is a chance that you will receive even better ideas in return

Scales approach by making things that can be altered, customized, personalized, and feel local. Utilizes stories to amplify impact



Practice Area
Clarity Seeker

Impact of Practice Area
Inspires Others

Excellence Indicators

Adept at seeing, sensing, listening, and accepting other points of view. Seeks clarity from many sources as they hone their own inner clarity

Expresses oneself in ways that inspire others to follow and makes sharp statements about the future with an enthusiasm that attracts others

Communicates intent and purpose clearly but affords flexibility about how to get there. Sets the foundation upon which creativity can occur

Focuses on breaking down the challenge; the actions, resources, and learning experiences necessary to succeed

Encourages self and community-driven assessment as a way to take stock of where you are and where you need to go



Practice Area
Dilemma Flipper

Impact of Practice Area
Re-frames the dilemma

Excellence Indicators

Creates a climate that inspires involvement and values contribution while demonstrating a strong sense of leadership when necessary

Develops an 'opposing mind'; the ability to engage constructively in the tension between opposing ideas and avoid premature choices

Asks powerful questions as a result of gaining knowledge through immersion in dilemmas and with the people who are most impacted

Explores ways to reframe the dilemma and identify opportunities always seeking inputs from both inside and outside of the company

Thrives in a world of modern dilemmas. Faced with equally undesirable choices, is able to 'flip' dilemmas to create winning strategies



Practice Area
Immersive Learner

Impact of Practice Area
More Informed

Excellence Indicators

Gets into the shoes of the users to gain a deep understanding of the users' needs and how they use your product

Advocates rapid prototyping with real users in the field. Encourages a trial and learn mentality; fail early, fail often, fail cheaply

Seeks out role models from whom they want to learn and then shadows those individuals

Prioritizes gamification and simulation as low-risk ways of learning about how to overcome likely obstacles and practice improvisation and leadership skills

Participates in learning adventures that are personalized and designed to promote learning by exposure to unique and challenging situations



Practice Area
Constructive Depolarizer

Impact of Practice Area
All parties feel they are winners (Win-Win)

Excellence Indicators

Resists the temptation, when faced with polarized positions of conflict, to pick sides, knowing that resolution is rarely an either/or choice

Recognizes differences in culture, religious belief, age, gender, etc., to help lead in diverse and polarized situations

Emphasizes personal contact when trying to push through ideas and positions leverages 'facilitators' to build a sense of constructive engagement.

Facilitates effective communication using new media as a way to convey information, inspire questions and comments, and seek feedback

Remains calm during tense situations in which differences dominate and communication has broken down and brings people from divergent cultures



Practice Area
Commons Creator

Impact of Practice Area
Stimulates and Grows the Market

Excellence Indicators

Creates, engages, and nurtures purposeful business networks through intelligent use of social media and other media

Develops new platforms, new places for engagement, and new solutions that enable collaboration for the 'common' good

Employs win-win logic rather than win-lose logic. Recognizes that value creation is not a zero sum game. New 'commons' allow multiple parties to win

Advocates for reciprocity innovation where things are given away in intelligent ways with consideration for the 'commons' that can be seeded by each gift

Demonstrates Open Leadership by creating space for others to enter allowing for competition at a higher level, which stimulates and grows the market