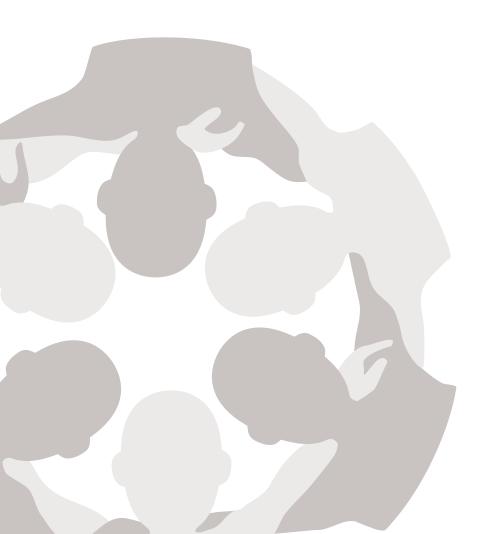
STRATEGY

THE LEADER BEING STRENGTH INDICATOR®

AN EMBODIED METHOD FOR ASSESSING PEOPLE'S TALENTS





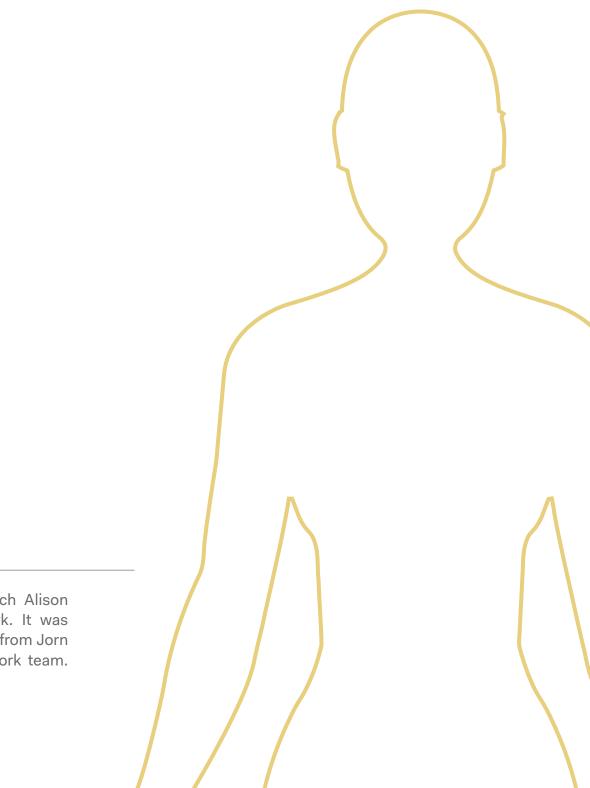
PRESENCEATW RK

ALCHEMISTS FOR HIGHER VISION LEADERSHIP

THE LEADER BEING STRENGTH INDICATOR®

AN EMBODIED METHOD FOR ASSESSING PEOPLE'S TALENTS

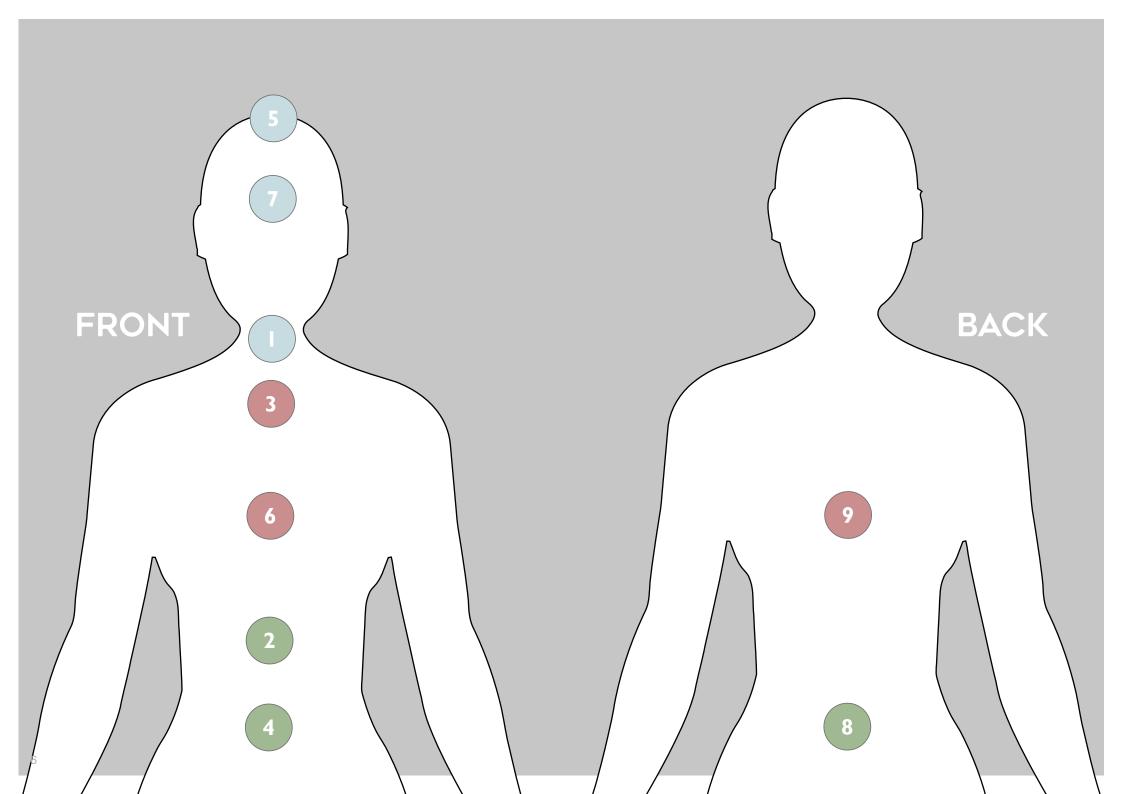
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This white paper was originally written by author and coach Alison Maitland with Roelien Bokxem, founder of PresenceAtWork. It was updated during 2021 with insights from new clients and input from Jorn Wolfs and Raquel Lopez, who are part of the PresenceAtWork team. Graphic design by Robert Oomen and Jorn Wolfs.

SUMMARY

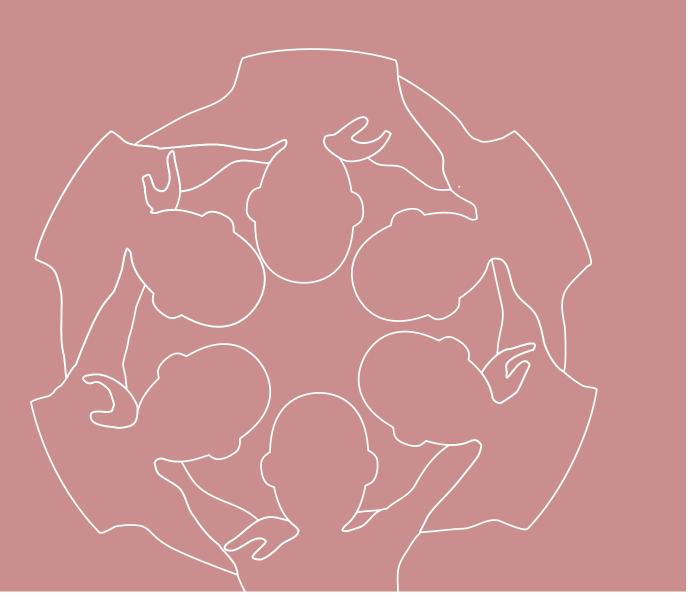
Critical to the Collective Leadership approach developed by PresenceAtWork is the body-centred assessment methodology known as Leader Being Strength Indicator® ("LBSI®"). This paper describes LBSI for clients, prospective clients, and anyone curious to know more. It explains how LBSI assesses strengths, impacts individual and team performance, and prepares people for the higher level of leadership that is needed in a demanding and volatile world.



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FOREWORD



The Leader Being Strength Indicator ("LBSI") is at the heart of PresenceAtWork's transformational work with clients. Whether it concerns someone's personal development, a team's development or an entire organisation is involved, LBSI provides fruitful soil for people to open up to their body and to stand like a tree. To be confident in your skin is a prerequisite for any transformation to succeed. Since 2009, LBSI has deeply impacted the lives of thousands of pioneers around the globe this way. Many of them have encouraged us to claim our space in the field of embodied leadership and in particular that of the growing significance of heart intelligence.

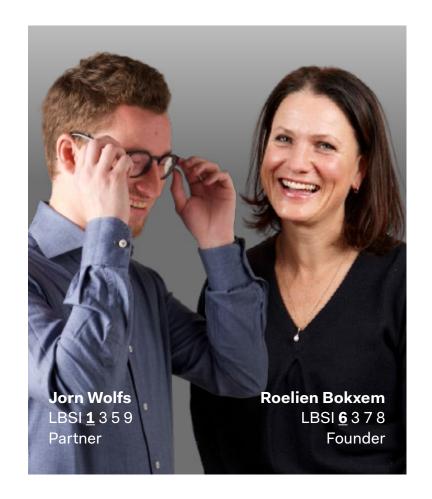
Explained in the simplest way, LBSI is a profiling methodology to help you understand yourself, the people around you and the dynamics of your team. However, such a simple description greatly underplays how distinctive and innovative LBSI is.

So what is it really? It is a unique method of assessing people's strengths, talents and preferences by connecting people to their full embodied intelligence in head, heart and gut. This capability is inside all of us, waiting to be accessed and released, if only we knew how. LBSI is experiential and focused on wholeness, not on labelling people or putting them in boxes, and it powerfully creates visibility of the systems of which we are a part. These are what make it unique.

In this paper, 10 of our (early) frontrunners share their experiences of what LBSI means to them, how they use it, and how it has impacted them professionally and personally. Author, coach and former Financial Times journalist Alison Maitland, an alumna of our Collective Leadership programme, initially found beautiful words to capture their deeply felt experiences in 2017. In 2021, the paper was updated with our latest developments, experiences and insights by our team member Raquel López in her own wonderful way.

If you want to anticipate what the future holds, grow your embodied capacity and transform your organisation, here is where it starts!

Roelien Bokxem and Jorn Wolfs, PresenceAtWork



THE LEADER BEING STRENGTH INDICATOR®

FAST EMBODIED INSIGHTS
INTO DIFFERENT
LEADERSHIP STYLES

By the time Denise Drost-Ridder (LBSI <u>3</u> 7 8 9) joined the Management Team ("MT") at bol.com's Customer Service department, her new colleagues had been working with the body-based assessment known as LBSI – or Leader Being Strength Indicator – for about two years. With the many types of personality tests she had done before, Denise always felt they were very one dimensional. The fact that none of her direct colleagues – all very rational people in her view – could find the exact words to describe their experience with LBSI and still were enthusiastic about the methodology made her curious to find out more.

She was the last team member to be tested. When she asked a direct colleague how he would describe the assessment, he told her that he couldn't quite explain how it worked, but somehow it did, and that she should just experience it.

Denise was intrigued by his answer and found the test itself even more fascinating. 'The methodology itself is hard to grasp and there is something mysterious about it. Most personality assessments are based on what you think and answering questions rationally from the mind. After experiencing it, I would describe it as a methodology that taps into your personality and intuition, helping you understand yourself instinctively without the need to consciously reason about it. LBSI adds a dimension of "sensing and feeling" that other tests that I had done before were lacking', she says.

The innovative LBSI technique, which identifies people's strengths by testing how much physical pressure they can absorb, standing in different postures, is a crucial pillar of PresenceAtWork's specific approach to leadership development. Under the name "Collective Leadership", it offers people transformation programmes with leadership embodiment and systemic awareness as key differentiators.

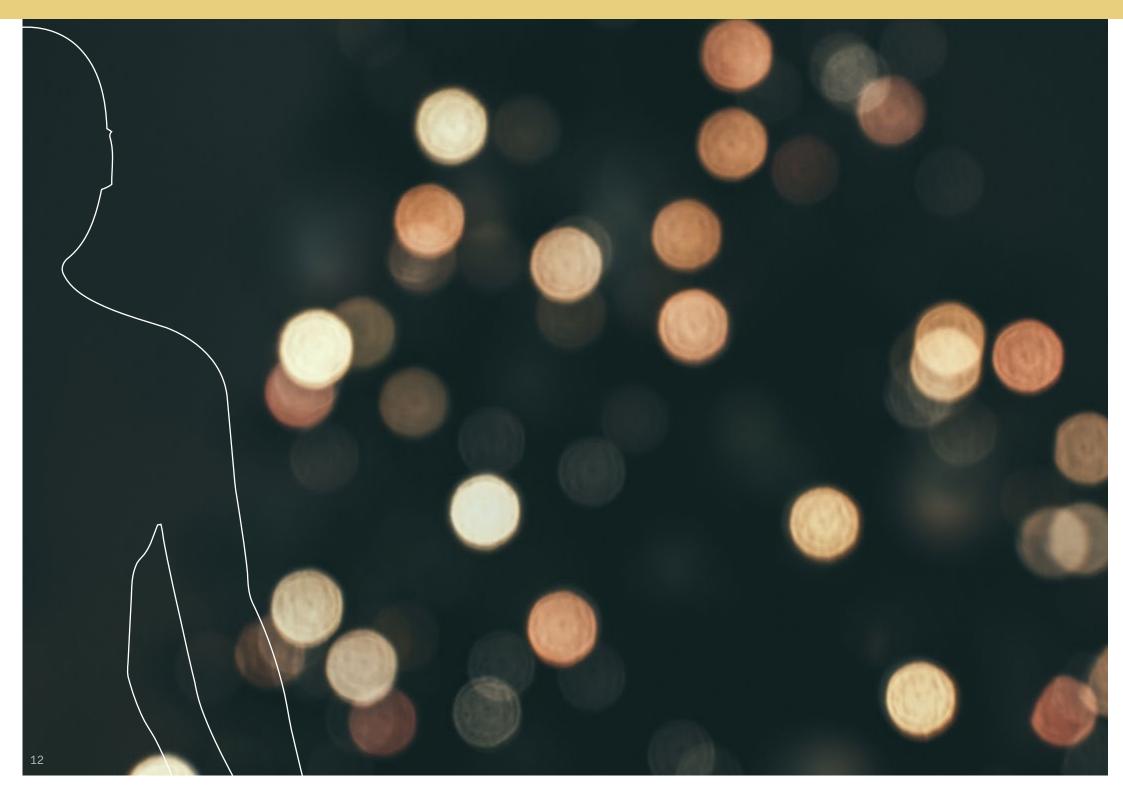
LBSI gives people deep insights into their personal strengths and impact, and those of others in their team, which they can use to step into their potential, leverage their talents with others and thus enhance the performance of the whole team.

'I am not a person of subtle traits, so even though the results were spot on, they were not surprising', Denise continues. 'But LBSI has proven invaluable in understanding my own strengths even better and more importantly how my LBSI profile interacts with other profiles and what it does to the team dynamics'.

She learned for instance, how her preferred leadership style differed from one of her colleagues in the MT. While her colleague Carlijn Timmermans (LBSI <u>1</u> 3 7 9) combines high standards with a high pace from her Perfectionist strength (LBSI 1), Denise values things being done with attention, consistency and based on conviction, from her Energiser strength (LBSI 3). Where Carlijn does not like to compromise at all between project elements, Denise can compromise as long as the true purpose of the project is safeguarded.

Before knowing each other's profiles, this could have created tension and misunderstanding in their collaboration. Gaining insight in their LBSI preferences helped them reframe their differences and appreciate and leverage each other's strengths more. Since then, they both look for the right balance between delivering speed and high-quality standards and staying true to the project's purpose at the same time.

They also found out that they share a longing for harmony and the talent for sensing whether people are on board and feel included. At company events, they often partner up now to ensure that nobody is left behind.



As Denise's comments demonstrate, the LBSI assessment provides immediate revelations about people's preferred leadership styles, supporting team members to appreciate talents and work better together.

Roelien Bokxem (LBSI <u>6</u> 3 7 8), founder of PresenceAtWork explains, 'Our proprietary embodied LBSI assessment methodology is rooting everything we do as the underlying pillar. It is the foundation under all our people transformation work, making sure that people at all levels of the organisation are solid and comfortable in their own skin, well rooted, learning to access their whole-body intelligence and able to leverage their talents with others. LBSI roots people in their whole bodies, which enables them to really open up to their hearts and feel appreciation and care for each other. That creates a strong sense of belonging and the psychological safety necessary for teams to collaborate effectively together.'

LBSI allows leaders to take a quantum leap into a whole new way of life – one that realises the best of our traditions and creates a culture that has been the goal all along: for senior leaders to raise their consciousness and stand like magnificent trees, radiant, and well rooted in their bodies. With their actions initiated from a purer source from within, they are able to create the ideal climate for their people to follow. And under their wing, corporate soil becomes very fruitful for Collective Leadership to flourish.

This is the way to achieve the 17 life-changing Sustainability Goals, as formulated by the United Nations. All we have to do is suspend our doubts and distractions just long enough, and this reality can be our own.

The methodology stands out from other types of leadership assessment in the following ways:

- It uses information gained from the whole body not just the brain

 and supports people to grow into their wholeness, integrating
 head, heart and gut intelligence;
- 2. It supports people to 'read the system' the human dynamics within the whole team and to lead using that knowledge; and
- It helps teams deal with ever-changing circumstances and business needs, by leveraging people's talents and creating a strong cohesive whole.

'LBSI starts with becoming aware of your own strengths, talents and challenges, and how these are linked to your whole-body intelligence,' says Jorn Wolfs (LBSI <u>1</u> 3 5 9), partner at PresenceAtWork. 'It continues by bringing it to the team: understanding your colleagues' profiles and presenting a view of everyone's contribution to the collective.'

Roelien adds: 'By making the system visible, leaders become aware of how to intervene to achieve remarkable things together. No other leadership programme that we know of is able to create this level of systems awareness and adaptability.'

Each distinctive feature of LBSI is explained in detail below and illustrated with examples of leaders who are using this approach in their teams and businesses. First, we look at how the assessment is carried out.



Denise Drost-Ridder (LBSI 3 7 8 9)
Manager Service Innovation, bol.com



Carlijn Timmermans (LBSI <u>1</u> 3 7 9) Sr. Manager CS Operations, bol.com



Roelien Bokxem (LBSI 6 3 7 8)



Jorn Wolfs (LBSI **1** 3 5 9)

HOW THE LBSI TEST WORKS

LBSI TESTS NINE 'POWER CENTRES' IN THE BODY, WHICH REPRESENT NINE DIFFERENT AREAS OF STRENGTH. THESE ARE IDENTIFIED AS FOLLOWS:



The test uses a martial arts approach. The LBSI practitioner and candidate stand facing each other, with their feet apart and one foot in front of the other to ensure they are both well-grounded and balanced. The practitioner asks the candidates to concentrate all their attention on one part of their body at a time, for example, the solar plexus or the top of the head. Candidates are also asked to focus their eyes in a particular way for each posture, e.g. soft focus, direct eye contact, or looking into the distance.

Placing hands on the candidate's hands or shoulders, the practitioner starts to push, gradually increasing pressure, until either the candidate gives way or the practitioner can push no harder.

For the candidate, this is not about physical strength, or pushing back. It is about being centred and grounded. The postures in which the candidate is able to absorb the force of the practitioner while remaining solid and balanced represent his or her strongest centres - and greatest areas of talent. Those in which he or she quickly gives way are the lesser talents.

When experiencing the assessment, Mariëlle van de Merbel (LBSI <u>8</u> 1 2 3) was a senior manager at a.s.r., a leading Dutch insurance group, at the Life Insurance department. Today she is director of a.s.r. Vitality. Describing her personal experience of how it feels, she says: 'In some positions, I couldn't give any pressure back. In others, even if an elephant had been pushing me, I could have held my ground.'

The assessment identifies four main areas of strength in each individual, and these make up their 'profile'. Candidates receive a personal report setting out their strongest four of the nine dimensions, the dominant number understriped and marked in bold, representing their greatest talent: e.g. LBSI <u>6</u> 2 3 7. The report explains in detail what characteristics each number represents, and how to develop these strengths fully and use them effectively in a group or team.

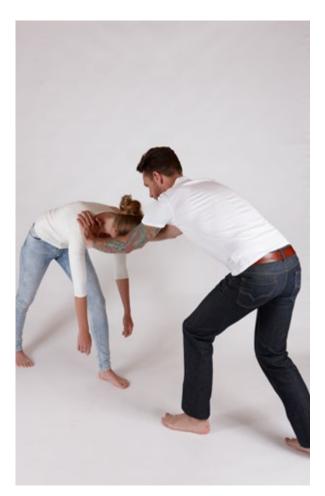
LBSI focuses on developing people's natural strengths - all nine are regarded as important for leadership teams - and also overcoming their 'shadow' side. The report explains the dynamics and characteristics of the talents that people naturally contribute, as well as the challenges that an individual may need to overcome, or work hard to keep under control, to contribute positively to the team.

Potential challenges for a strong Perfectionist (LBSI 1), for example, are a desire for control and a fear of failure, which can lead to underperformance. A strong Energiser (LBSI 3) needs to be acutely aware that it is a small step from deep insight to manipulation. An urge for results may lead a strong Manifester (LBSI 8) to become overly rigid and dominating.

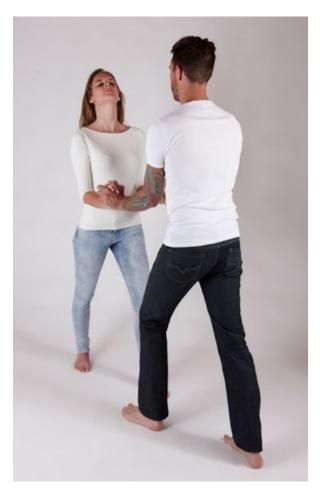
Over 3,000 people from a wide range of organisations around the world have been assessed, creating a large database of experiential evidence about the methodology. Leaders at large and small companies are using LBSI to understand how best to coach and deploy their people.

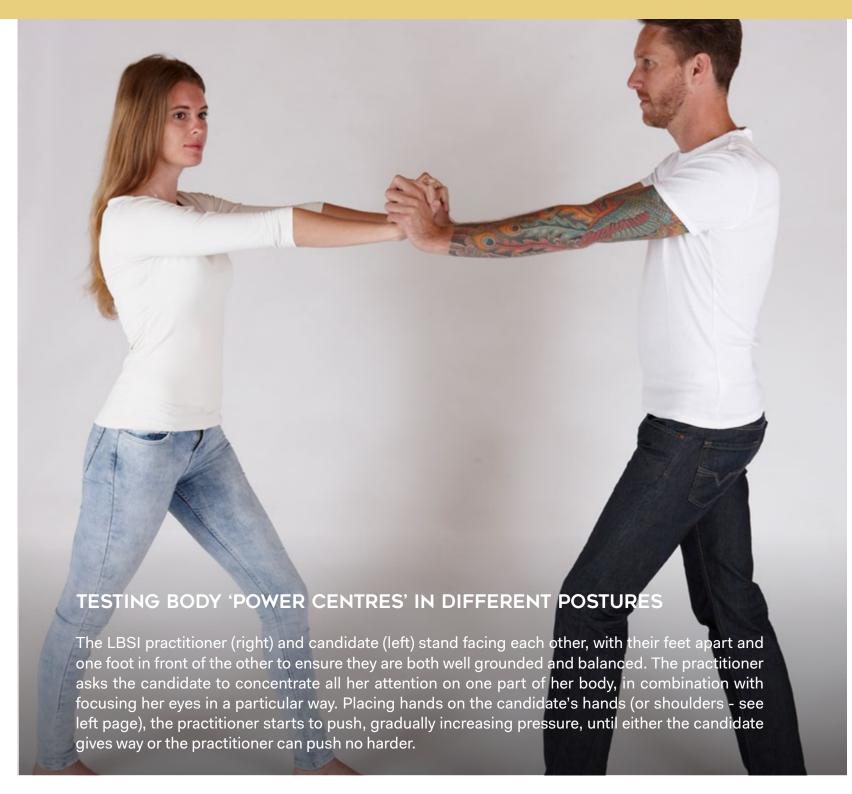
Since the Covid-19 pandemic, there have been innovations to deliver the embodied assessment physically with social distancing (at 1.5m) and even through an online experience via video call.

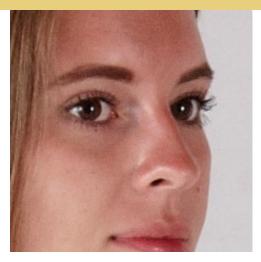
We talked to ten of these leaders about the impact that LBSI has had on them personally, on their close working relationships, and on the dynamics and performance of their teams. The profile of each person appears in brackets after their name, and there is a quick reference guide to the nine dimensions on page 14. As the interviews in this white paper show, LBSI offers an easy, non-judgmental language to describe people's natural preferences and the contribution they can make in different situations, such as forming a new team, strategic planning, addressing difficult work relationships or guiding teams through change.

















The first distinctive feature of LBSI is that it tests the whole body rather than just relying on the brain to complete a personality questionnaire. 'Learning through the body is extremely fast, faster than the head; people rapidly absorb the insights that they gain from experiencing them physically,' explains Roelien Bokxem (LBSI <u>6</u> 3 7 8). 'When something is learned or felt within the body, just like a baby learning to take its first steps, it is never forgotten,' she says.

Because the test is, unusually, centred on the body, the prospect of doing it often raises questions or doubts in people's minds.

'It's a bit surprising before you start the exercise because most assessments are based on questionnaires,' says Denis van Roey (LBSI <u>1</u> 2 3 7), at the time CFO - now CEO - of Vinventions, a US wine and spirits company. 'But at the end, I was not surprised at all by the result, and that gives me a lot of trust in the assessment, because you cannot cheat. With a questionnaire, depending on the position you are applying for, you know which directions you want to go with the answers.'

Hermen Koole (LBSI <u>6</u> 5 8 9), co-founder of Ygrec Finance, a Dutch business consultancy, had doubts about how precise the measurement would be. 'But as I watched others in my team experiencing it, I was flabbergasted,' he says. 'It provided a lot of confirmation, but also new insights that were the last pieces of the puzzle about my colleagues' and my own profiles.'

Whether people approach it with curiosity or scepticism, LBSI can produce life-changing revelations. This was the case for Paul Rijns (LBSI <u>4</u> 2 7 9), commercial manager in the life insurance and banking division of a.s.r., the Dutch insurance company, working in Mariëlle van de Merbel's team.

'I discovered part of myself that I'd hidden for 36 years,' he says. 'When I was 12, all kinds of difficult things were happening in my life, and I found it easier to deal with them by hiding my emotions. I can see now that I relied on my Affiliator (LBSI 2) because this meant I didn't have to feel things so deeply. The LBSI 2 is really good when you're in sales because it's about connecting on the surface and making contacts, and I was very good at that.'

Paul continues: 'Through LBSI, however, I discovered that the Validator (LBSI 4) was my strongest dimension. No one, especially me, would have told you that I was a Validator. The other numbers - LBSI 2, 7 and 9 - yes; but never an LBSI 4, which tends to be centred on the inner self. It was such an insight to discover that your body knows best who you are. When my LBSI 4 was revealed, I couldn't talk about it without tears. I had been suppressing deeper emotions for so long.'

The discovery has enabled him to play a wider range of roles at work. A Validator typically brings calm and reassurance, enabling others to become more aware of their own inner knowing. Paul says he used to talk a lot in meetings, dominating the space, but is now comfortable saying nothing and listening, if this suits the situation.

'A lot of colleagues have good ideas, and maybe I stopped others from bringing something useful into the meeting,' he says. 'Now I can really hear and appreciate what colleagues say. It brings more stability and peace to the group.'

For Paul's manager at that time, Mariëlle van de Merbel (LBSI § 1 2 3), who was deputy director of Life Insurance at a.s.r., the assessment revealed that her strengths were not as common as she had assumed. She discovered her powerful ability to sense what is happening in a group, not using words or logic. This is her Energiser (LBSI 3). 'I would sometimes get this feeling in a room, but I didn't know that other people didn't get it,' she says. 'If you think that everybody is reading the same thing in the room but nobody else reacts to it, you can be disappointed or even suspicious. It was useful to find this out.'

Today, as the director of a.s.r. Vitality, a welness programme introduced in the Netherlands in late 2019, Mariëlle is introducing LBSI in her newly formed management team to enable strong connections and smooth collaboration.

Roelien Bokxem stresses the significance of these self-discoveries. 'Understanding your strengths - that you are OK, that you are talented in what you have - gives people a tremendous sense of their core value and the confidence to want to step in and contribute to the group.'

Often people hide or play down one of their strengths because they assume it is unimportant, or because circumstances cause them to emphasise a different trait more typically associated with leadership.

Katherine Woodhouse (LBSI **2** 6 7 9) is the UK-based Productivity Improvement Director for Skanska. She says she hid her Integrator (LBSI 9) until she discovered LBSI and Collective Leadership. 'I'm a primary Affiliator (LBSI 2), but I have learned to embrace my LBSI 9,' she says. 'People like having the Integrator around, but it's not usually recognised as a leadership strength. It was cathartic to realise that my inclusiveness is powerful, and a required leadership trait that builds better teams and performance.'







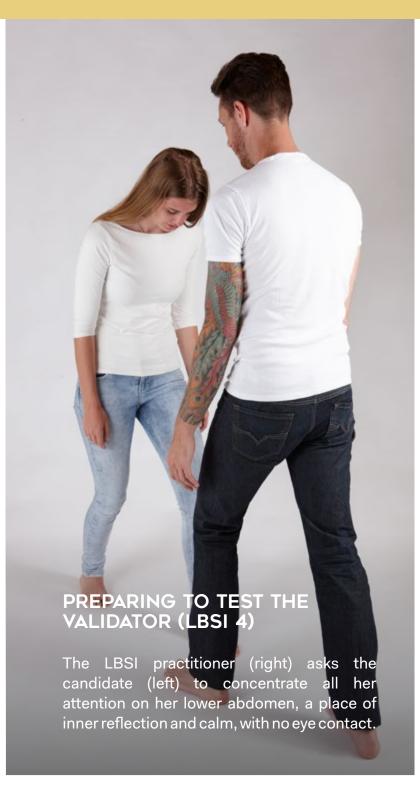
Denis van Roey (LBSI **1** 2 3 7) Group CEO, Vinventions

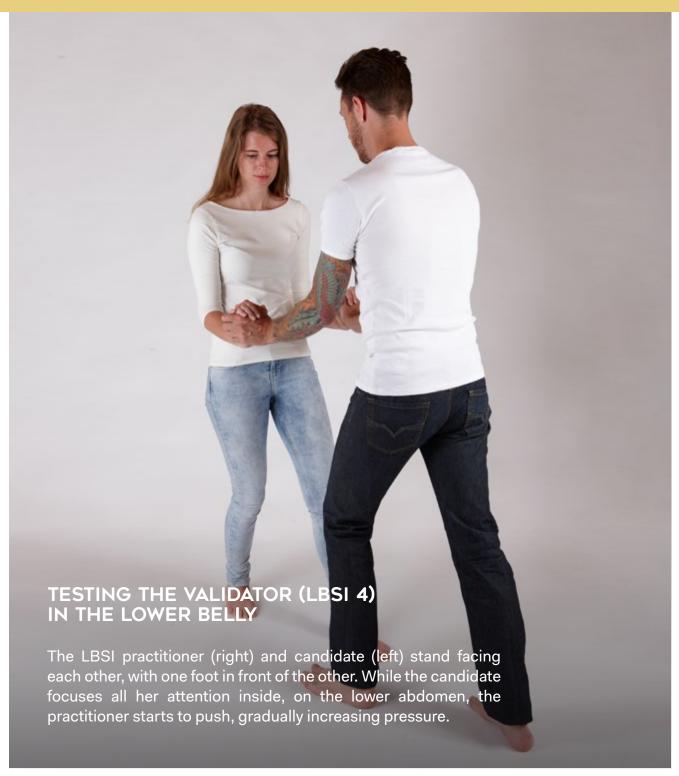


Hermen Koole (LBSI <u>6</u> 5 8 9)



Katherine Woodhouse (LBSI **2** 6 7 9) Productivity Improvement Director, Skanska





DEVELOPING LEADERS WITH HIGHER-LEVEL SKILLS

To deal with the complexity and volatility of the world, leaders must do more than simply develop horizontally by accumulating more of the same type of skills and knowledge. Today's challenges call for 'vertical development', as Nick Petrie of the Center for Creative Leadership ("CCL") has argued. This means developing 'the ability to think in more complex, systemic, strategic, and interdependent ways'.

Adult learning is typically focused on the brain. Accessing and using the information from our whole bodies is a powerful way to develop vertically, says Roelien Bokxem. 'For many people, it's a huge, scary step to show vulnerability and accept turbulent emotions. But the armour we build around our hearts to not feel these unsettling emotions prevents us from accurately sensing things, so we don't pick up signals from human dynamics and the broader environment as well as we should. This is essential in order to be attuned to the collectives we are part of and our emerging future.'

Developing higher-level skills, important in itself, is also becoming more urgent as advances in artificial intelligence dramatically alter the landscape of work. Many experts argue that inter-personal skills will become increasingly valuable as machines take over complex tasks previously done by people. These important human skills include creativity, empathy, sensing group dynamics, and being able to inspire others.

'However smart you are, your emotional intelligence and adaptability are greater determinants of your effectiveness than your cognitive intelligence,' says Roelien.

As the LBSI model was developed, she became convinced that accessing information from the heart and gut areas as well as the head would enable people to cope better with complexity. They would be more intuitive, open to different perspectives, and better at empowering others to step into leadership to achieve collective goals. 'The assessment and follow-on programmes provide exciting new levels of awareness and insight, supporting people to really make a step up in their personal and team development,' says Jorn Wolfs.

PresenceAtWork's whole-body approach attracted the attention of Nick Petrie when he was researching for a paper on vertical leadership development. 'The most thought-provoking idea I came across in this research was that our memories, fears, and ambitions are not just stored in our head but carried in the cells of our bodies,' he says. 'The body has been much neglected in leadership development. I have a strong feeling that this will change.'

PresenceAtWork has collected extensive data about the impact of LBSI from testing, observing and interviewing people in different team settings.

The LBSI methodology draws on both ancient and modern approaches, including the chakras of Indian spiritual thinking, the martial art of Aikido, and the nine personality types of the Enneagram model of the human psyche.

Each of the nine LBSI strengths is located in one of three 'information centres' in the body - head, heart, and gut. Some people's profiles have predominantly head, heart or gut strengths, while others have strengths across all three information centres. While developing the method, PresenceAtWork's co-founders also discovered a preferred pace and rhythm for each profile dimension, e.g. working in rapid, short bursts of activity, or working at a slow, steady pace. On top of this, they observed that each dimension was associated with a preferred 'operational energy' - anticipating, driving, or holding energy.

Different types of energy can complement each other in working relationships. For example, Mariëlle van de Merbel's profile (LBSI § 1 2 3) is predominantly one of driving energy, mobilising people for action and results. Her team member Paul Rijns' profile (LBSI § 2 7 9) is split between anticipating and holding energy. He naturally picks up signals, connects people and brings harmony to the team. LBSI has made it easy for the two of them to understand how they can support each other at work. 'Mariëlle is very forceful and effective with her Perfectionist (LBSI 1), Energiser (LBSI 3) and Manifester (LBSI 8), and helps me to execute things,' says Paul. 'She adds this to my Validator (LBSI 4) and Affiliator (LBSI 2) strengths.'

Mariëlle says Paul provides a counter-balance to her driving nature. 'I tend to become calmer with him,' she explains. 'I just have to sit down next to him. He's very positive, good at problem solving, and creative. And with his Integrator (LBSI 9) and his seniority, he's able to give me a little pushback about what's happening in the team, for example that it's time we organised something nice for them. He has a natural feel for that.'

EMERGING RESEARCH ON BODY INTELLIGENCE

Recent research reveals the significance of different information centres in the body for understanding personality.

'Medical and neuroscience research show that we have powerful neural networks that form "information centres" or "intelligence centres" in our chest and abdomen areas, as well as in the head brain,' Jorn Wolfs from PresenceAtWork explains: 'Generally, we are focused on the head brain and most people do not know how to access these additional intelligence sources consciously. Yet, we can be far more effective at finding answers and solutions when we learn how to use our whole-body intelligence combined.'

This is supported by growing evidence about the role of the vagus nerve, a major nerve with branches reaching virtually all parts of the body from the throat to the gut, which appears to play an important part in human responses and preferences. See the Porges Polyvagal Theory:

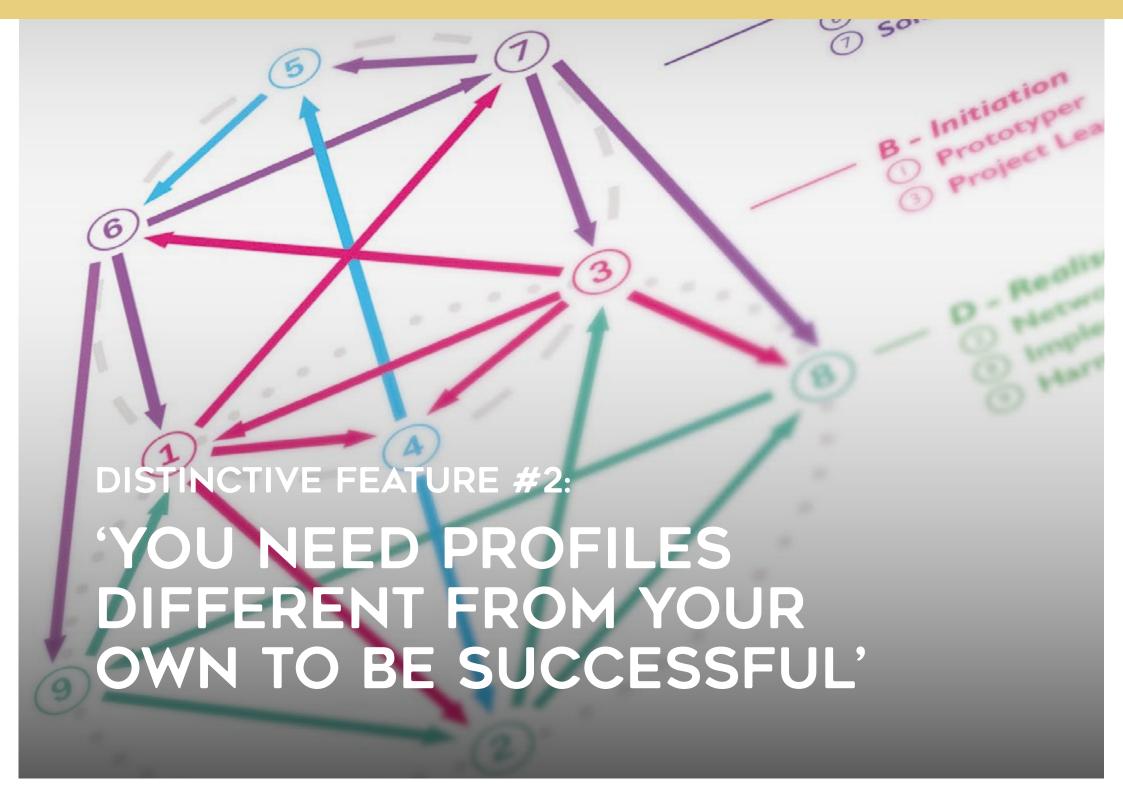
www.ncbi.nlm.nih.gov/pmc/articles/PMC1868418

Over 80% of messages transmitted by the Vagus Nerve go from the body to the brain, so the body tells the brain what is happening, not the other way round. See also: www.jneurosci.org/content/34/21/7067

For further reading on body intelligence, you can also visit:

Gut intelligence: www.scientificamerican.com/article/gut-second-brain

Heart intelligence: www.heartmath.org/research



The second differentiating feature of LBSI is that it trains people to lead by gaining a deep understanding of the dynamics of the whole team, in addition to their own profile. Becoming aware of your own strengths and your team members' strengths is the first step. Next is learning, sensing and adjusting in the moment how to leverage all these strengths in co-creation, which is a critical factor in our Collective Leadership approach,' says Jorn Wolfs (1 3 5 9). When team members start understanding each other from this angle, appreciation increases, cooperation improves and better performance is achieved.'

It is important to state that LBSI profiles are constant over time, and that people can develop their areas of strength. Which of their strengths they use at a particular time depends on the context. For example, an individual with a strong Perfectionist (LBSI 1) and Thinker (LBSI 5) would use LBSI 1 to make fast business decisions, then switch into LBSI 5 for deep exploration and learning, depending on what is needed in a certain situation.

Understanding the nuances of one's own profile is a first step. The next is to understand and work with the profiles of other people.

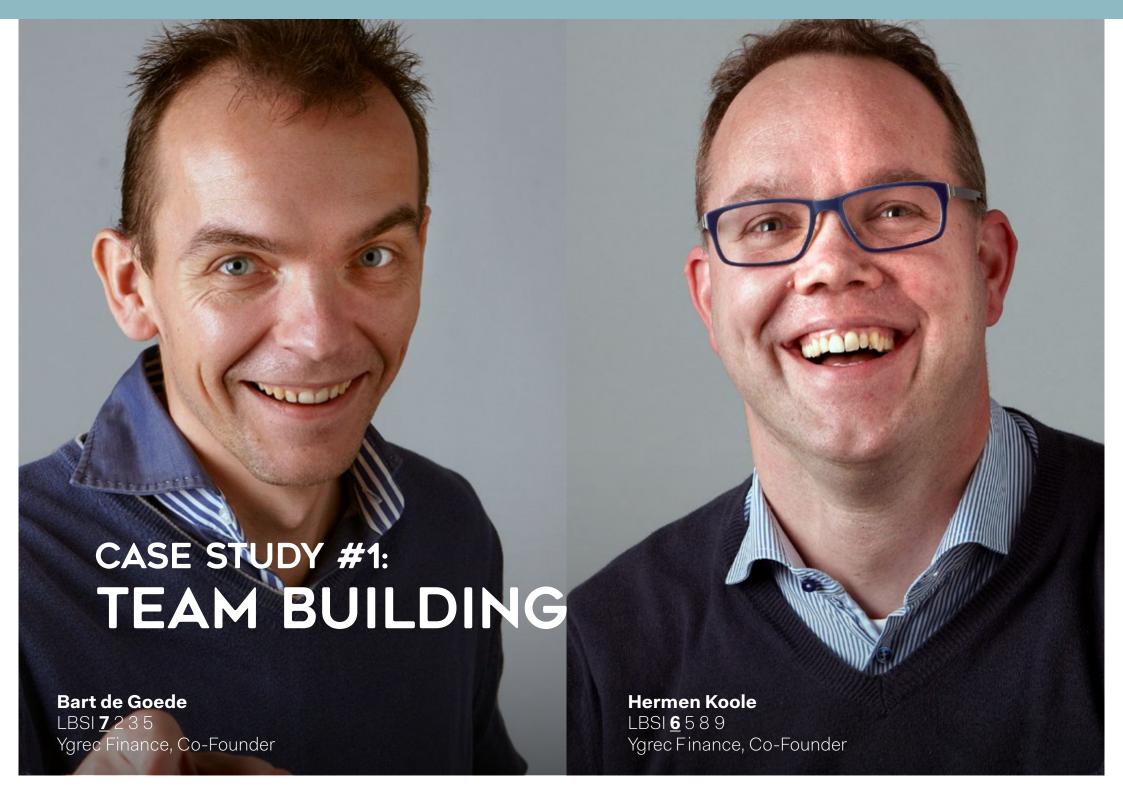
Belgian CEO Denis van Roey (LBSI <u>1</u> 2 3 7) sees the LBSI assessment as a starting point for better collaboration. 'What's interesting is to work on the interactions between the different profiles,' he says. 'In LBSI, you understand that you need profiles different from yours. Depending where you are in the company cycle, you can see which people bring value to you and how you can bring value to other people. It's very important to have the right combination, whether you are early in the process, working on strategy, or later, working on execution. To be successful in these different steps, it's important that you don't all have the same profile.'



Jorn Wolfs (LBSI <u>1</u> 3 5 9) Partner, PresenceAtWork



Denis van Roey (LBSI <u>1</u> 2 3 7) Group CEO, Vinventions



Demonstrating how LBSI informs his everyday decision-making, Hermen Koole (LBSI <u>6</u> 5 8 9) gets out his smartphone to quickly check the profile numbers of each of his team. At the time, Hermen was co-owner and finance officer of Ygrec Finance, a small Dutch consulting firm that provides administrative services, financial advice and strategic planning for other entrepreneurs so they can concentrate on developing their core business.

The LBSI profiles that he has loaded onto his phone offer a neutral way to give people feedback and discuss what behaviour is needed, he says. 'The understanding and acceptance of the different profiles has resulted in more openness and a nicer atmosphere in the team.'

Ygrec's co-founder and director Bart de Goede (LBSI **7** 2 3 5) agrees, saying that the profiles are a shorthand way to talk about a person's characteristics. 'It makes it easier to explain what someone is like in a very few words.'

Understanding the constellation of profiles in the team has enabled Bart and Hermen to identify what strengths they need as they build the business. When they looked at their combined profiles, for example, they realised that the profile number LBSI 1 (the Perfectionist) was missing.

'An accounting and tax firm needs precise, punctual reporting and advice,' explains Hermen. 'We're sometimes too pragmatic, and we need structure.' As a consequence, they specifically sought people with the Perfectionist (LBSI 1) talent in their profile when they hired new recruits.

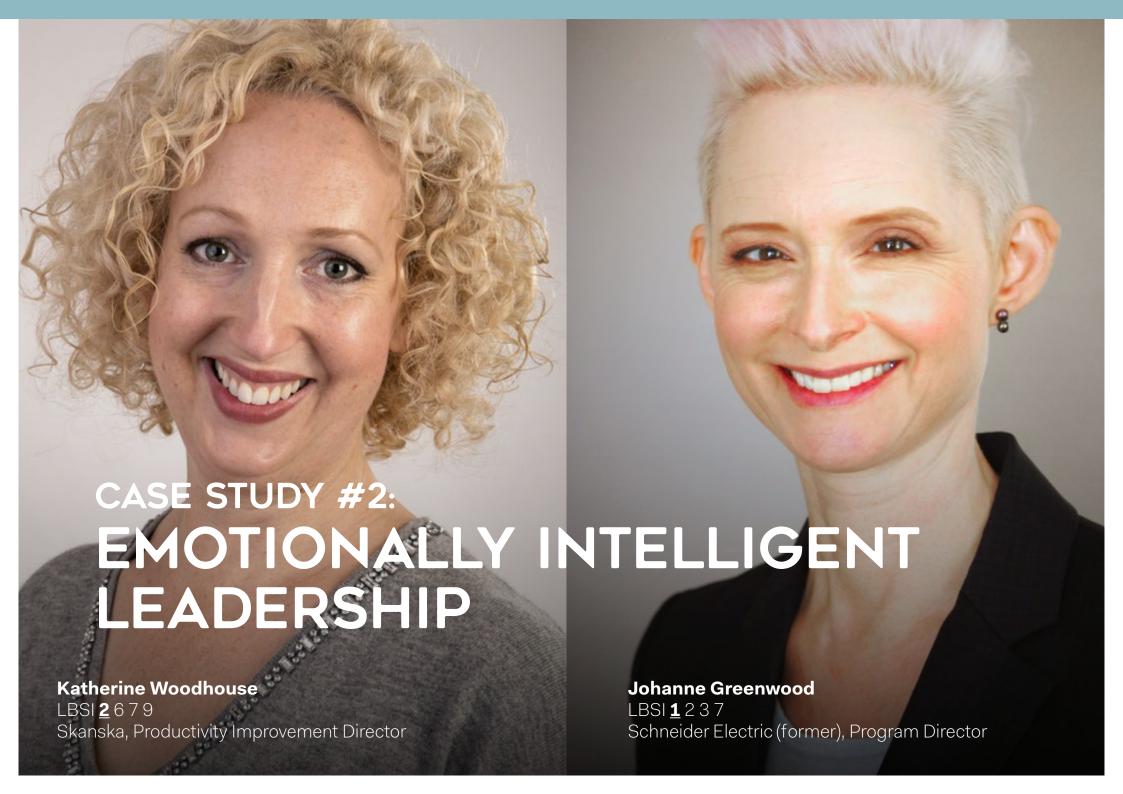
It has also helped them to work better together, taking the lead or giving way according to circumstances.

'I have the Affiliator (LBSI 2) and the Energiser (LBSI 3), so when it comes to sales and new ideas and making people enthusiastic, that should come from me,' says Bart.

'Hermen is better at bringing our team together. We had a meeting to look at progress on some new processes for scanning invoices and storing documents. I would have invited just the people who were important to the topics. Hermen brought everybody in, because we're also building a team. He said: "My Integrator (LBSI 9) invited everybody", and there was no need for further discussion.'

Hermen adds: 'After the LBSI assessment confirmed that Bart has a strong Innovator (LBSI 7) talent, I make more use of his creativity and pragmatic approach. When I'm in my Visionary (LBSI 6) or my Thinker (LBSI 5), I can be dreaming or thinking, and not solving issues. When I see that happening, I walk into Bart's room and say: I need your LBSI 7!'

In 2019, Bart and Hermen handed over the reigns of the company to Arjan Baar (LBSI <u>1</u> 2 3 7), one of the senior advisors in the team. He is continuing to build and further develop the team through working with LBSI and PresenceAtWork's Collective Leaderhip approach.



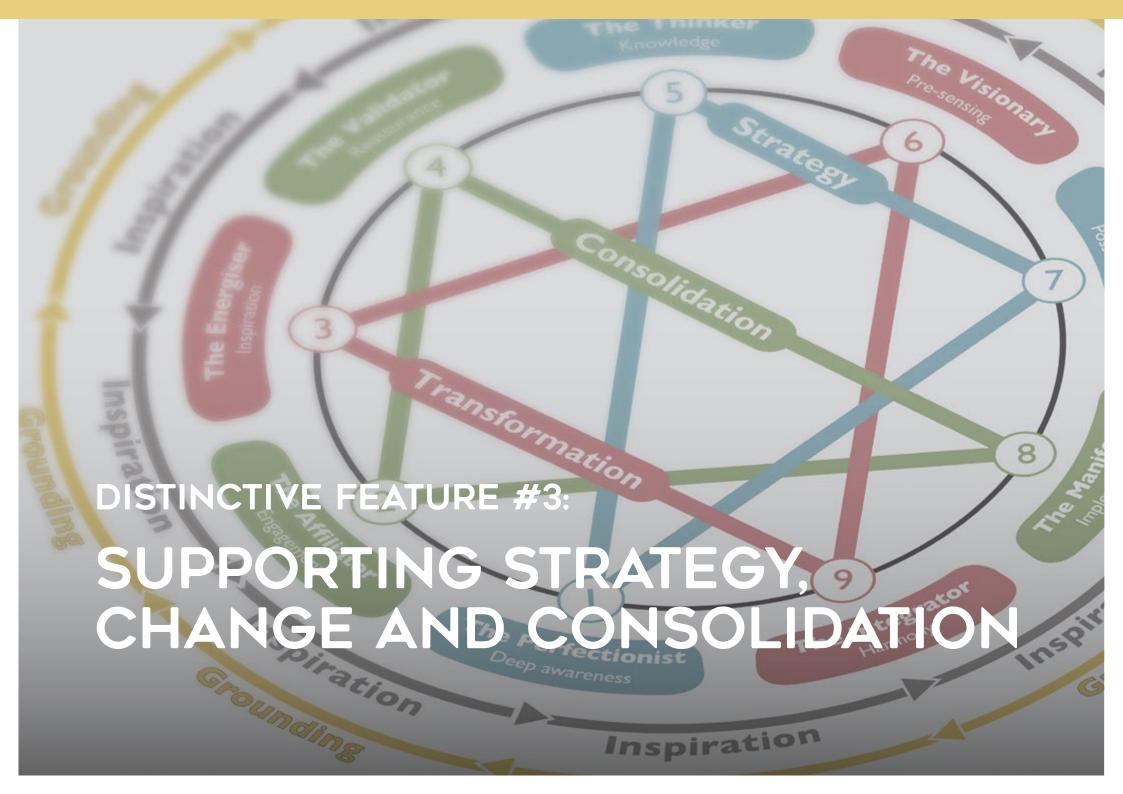
The power of the insights gained through LBSI helps to develop more (emotionally) intelligent leadership. It acts as an aid to understanding what is going on beneath the surface, rather than jumping to quick conclusions. Johanne Greenwood (LBSI <u>1</u> 2 3 7) and Katherine Woodhouse (LBSI <u>2</u> 6 7 9) have worked together in different companies, including Schneider Electric, and took part in the same Collective Leadership programme in Europe.

They have used their complementary strengths to give each other trusted feedback, and have together drawn on LBSI to increase their insight into the dynamics of the teams in which they have operated, even when they do not know the personal profiles of each team member.

With the Perfectionist (LBSI 1) as her primary dimension, Johanne knows that she sets very high standards for herself and others. But LBSI has shown her that other people have different ways of operating that should not be dismissed. When a member of her team failed to respond to repeated requests for information on a troubled project, she realised it might be because the woman had a very different profile from her own.

'I couldn't figure it out, and I was questioning her competence,' Johanne recalls. 'Then I realised that she was probably a strong Validator (LBSI 4): systematic and marching to the beat of her own drum. Instead of writing her off, I found a way of getting her to deliver, but doing it in her own way. I gave her the space to be confident that she wasn't trapped. She really developed a lot after that.'

Katherine says that leadership based on LBSI is about acceptance. 'It allows you to see what you bring as positive, and creating value. You can also accept other people for not being perfect. It creates a kinder, more human place where people can truly contribute. This is the power of it.'



The third distinctive feature of the LBSI methodology is that leaders can use their new insights on people's talents to meet business needs, whether developing a strategy, leading transformation, or consolidating change. Additionally, because of their deeper understanding of each other's strengths and challenges, leaders who work with LBSI are able to build appreciation and cohesive teams that stay connected in moments of transition.

'Our sophisticated team constellation models provide different lenses and angles on the team, revealing various aspects of how the team is made up and what team dynamics you would or could expect considering the profiles represented,' explains Jorn Wolfs.

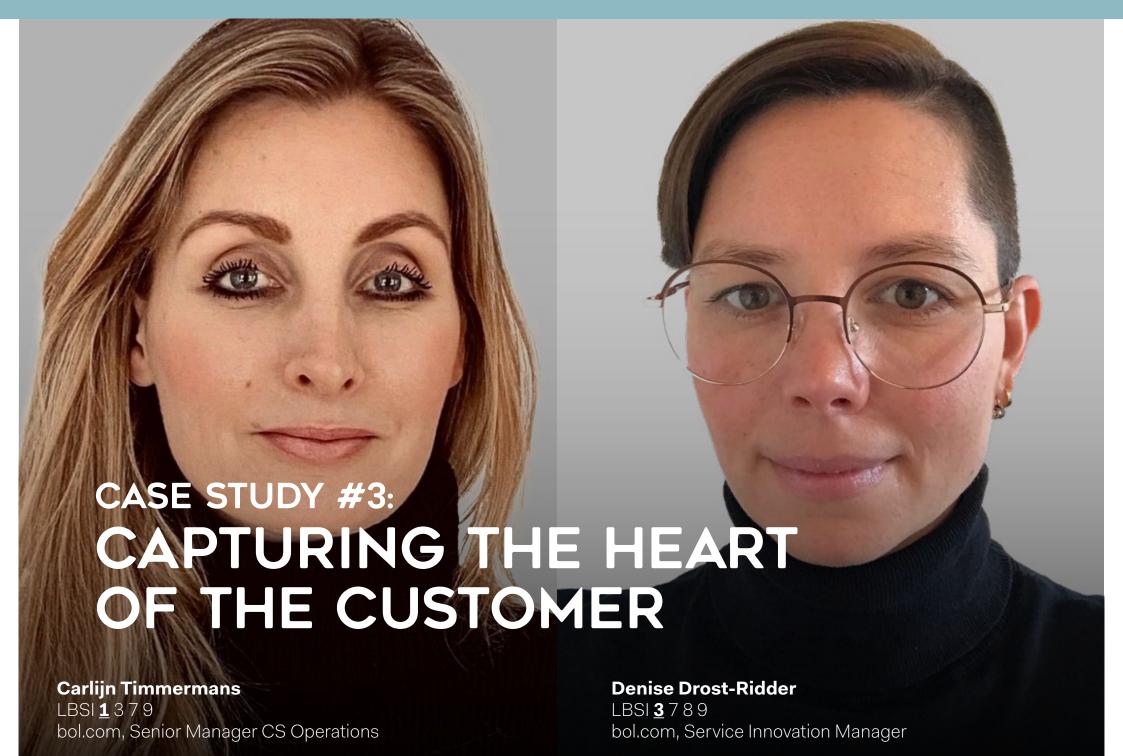
'Three triads within the system of nine dimensions link people with similar preferences – in head, heart and gut. These represent distinct aspects of leadership: developing strategy, leading transformation, and consolidating for operational strength, linked to the three "intelligence centres" in our body.

Another angle is to look at people's operational energies, identifying whether their natural focus is anticipating, driving or holding energy. Where 'anticipating' dimensions pick up from impulses outside themselves, 'driving' dimensions always mobilise for action and results, and 'holding' dimensions are focused on providing clarity and calm.

The LBSI Coherence Model® helps to map and understand individuals and teams across both angles. Further, there is the Team Constellation Model®, presenting the team's current constellation with strengths, challenges and gaps, and a more advanced LBSI model that focuses on key aspects in leading change, innovation and projects called the System Build Up ("SBU") Model®.'

Jorn concludes: 'All these models are used in individual and team follow-on programmes after the initial assessment.'

Roelien Bokxem adds: 'Working with LBSI opens people up to a new operating system, as bringing them in touch with their bodies allows them to access a new way of being. It helps people build heart connection and mutual understanding.'



With 12 million active customers and 2,400 employees, bol.com is the largest online retailer in the Netherlands and Belgium. Denise Drost-Ridder (LBSI $\underline{\mathbf{3}}$ 7 8 9) and Carlijn Timmermans (LBSI $\underline{\mathbf{1}}$ 3 7 9) are part of the Customer Service Management Team ("MT"). They believe that the LBSI team development programme was the perfect fit for the CS department to support their mission to "capture the heart of the customer".

'If we want to make the heart connection with customers, the starting point is making the heart connection with ourselves and each other', Denise says. And this is what they had experienced first-hand at the level of the MT: the LBSI assessment and programme had created a deeper understanding and appreciation for each other.

A key 'a-ha' moment was finding out that one of the MT members has a strong Visionary (LBSI 6) in her profile, meaning that she has a talent for sensing the future. However, it also entails finding it hard to put what she feels into words, which often ended up creating confusion in the team, and their Visionary colleague feeling frustrated and misunderstood. 'After finding out what her profile was, it opened us up to appreciating her contribution more, because she could anticipate things that we were not even thinking about yet. It made us listen more carefully to her story and make an effort to understand what she actually meant', Carlijn says.

Roelien Bokxem notes that an important characteristic of the MT at the time was that they all had the Energiser (LBSI 3) in their profile. People with LBSI 3 in their profile require extra safety and trust to step into their purpose-driven power. 'By establishing a sense of understanding and appreciation, the LBSI programme creates the safety for the Energiser to relax and rise up to its potential. When they open up to this talent, team members experience flow together and become a cohesive whole, inspired by purpose'.

Additionally, seeing the underlying LBSI dynamic(s) in certain situations allows them to find more empathy and tenderness for each other. Whenever tensions arise, they don't take things as personally as they used to before. As Denise puts it: 'Yes, you are reacting to me, but it's just one specific part of you reacting to me. On top of that, LBSI gave us the tools to address our differences through a neutral language that is free of ego and blame'.

Denise describes the employees at the Customer Service department as young, ambitious people whose challenge might be that they are a little stuck in their heads. 'If we want to continue to fulfil our mission, we also want our people to make the head-heart connection. In providing customer service, it is crucial to bring passion into it and build an emotional connection with our customers. Following our own experiences at the MT level, we wanted to give our teams and people the means to develop themselves in this way and work together from the team dynamics perspective'.

As they rolled out LBSI in their teams, they saw how the vulnerability their team members showed towards each other created deep connections and a strong bond among their people. 'I work with IT, so my team members are very much down-to-earth and analytical. Like any other person, they are emotional by nature, but they don't often show it. During the LBSI team sessions, I was amazed by how they opened up to each other', Denise recalls.

Carlijn and Denise assert that LBSI brings in an aspect of leadership that is often ignored in organisations. As Denise states, 'with LBSI we include the emotional side of leadership in our work. It helps us to embrace feelings and make them part of our discussions on business content. It allows us to come more easily to the essence of the issue at hand, instead of rationalising everything away'.

Roelien adds: 'LBSI expands a leaders' range. I've seen for instance, how a manager who is used to leading from their analytical LBSI dimensions, like the Perfectionist (LBSI 1) and the Thinker (LBSI 5), suddenly gains much more depth by discovering and adding the power of their heart and gut intelligence. Becoming more whole and allowing yourself to lead from all parts of who you are is a true joy'.

Since July 2019, the department's key teams have been onboarded through the LBSI team development programme. Jorn Wolfs, who was in charge of delivering the workshops for most teams, recalls: 'These workshops have been impactful each time, as employees truly see each other for who they are and what they add to the team. LBSI touches on so much more than our head brains only, which leads to deeper connections, smoother collaboration and better results.'

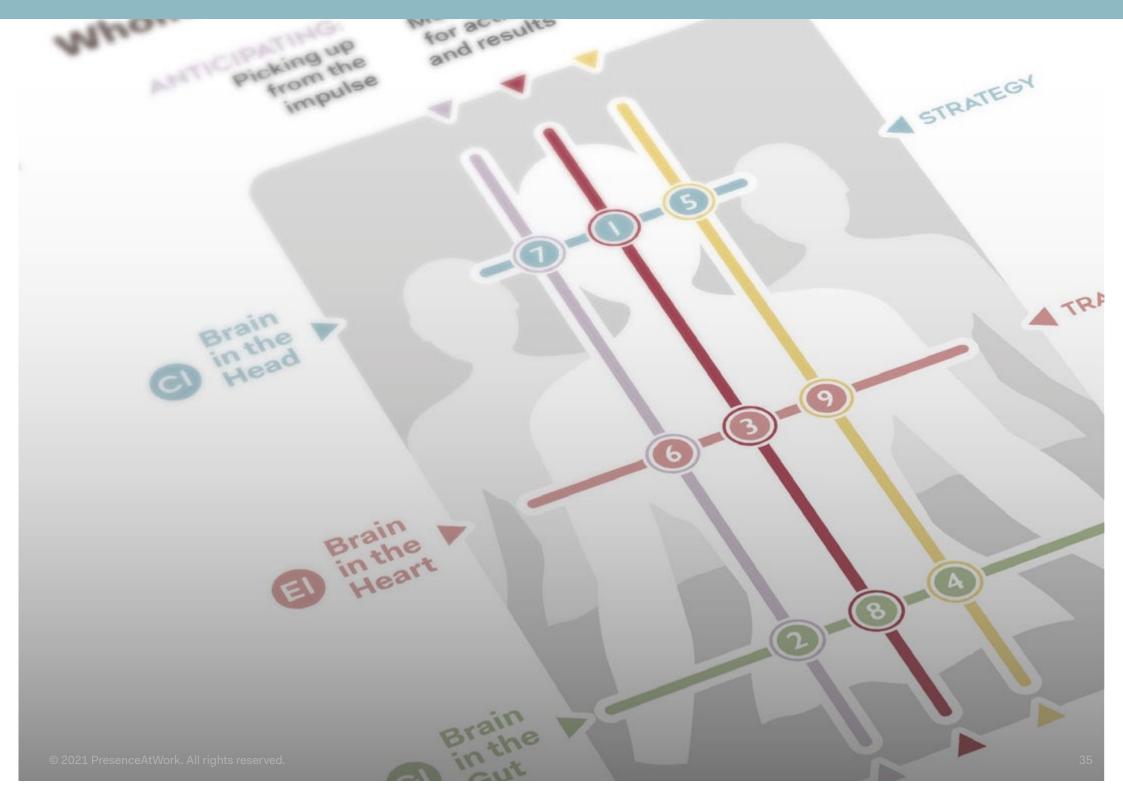
In the day-to-day business, they use LBSI as part of the team members' development plans and strategically in their planning. Projects are assigned to people with the LBSI talents best suited for achieving specific goals or supporting a certain phase in the process.

They have also seen a shift in how their team members engage with service partners and invest time in understanding who is sitting on the other side of the table. It means working in real partnership, with the heart connection as the foundation underneath.

As the teams are going through a process of restructuring, they feel that the programme has built strong cohesive teams. Carlijn explains: 'In the LBSI team sessions, we opened up to our hearts together, which created a special connection between us. I also trust that I can just step back and let my team members step in to do what they are good at. This allows me to focus on leading more from the back, from my Integrator (LBSI 9), to ensure that everyone is on board'.

Denise believes that LBSI has given them more sensitivity to emotions and the different needs of team members during this transition. Carlijn agrees: 'In a way, with LBSI you can better anticipate people's needs. Someone with a strong Thinker (LBSI 5) in their profile for example will want to really understand everything and often has additional questions. Or if someone has a strong Integrator (LBSI 9), they might be more sensitive to people dynamics and/or fearful of changes. Then you know you might have to sit down again to explain more or reassure them.'

As a result, people have felt involved throughout the restructuring process. 'I've heard from my team that they feel like we are doing this together. And that's also the fact. I don't know more than they do and with their contribution we are making our plans turn into better results', says Carlijn.





Since 2011, Hank Moonen (LBSI <u>7</u> 2 6 9) put Collective Leadership at the heart of his growing tax service and technology firm, TaxModel. In 2015, he introduced LBSI to Denis van Roey (LBSI <u>1</u> 2 3 7), a former colleague who became Group CFO - and later Group CEO - at Vinventions, a US wine and spirits company.

As customer and supplier, Denis and Hank gain most value from the strengths that they do not have in common. Denis finds Hank's combination of Visionary (LBSI 6) and Innovator (LBSI 7) strengths particularly helpful. 'I need to work with someone who has a clear sense of direction because I'm not strong in this,' he says. 'Hank has this vision of how the tax service industry will develop in the future and what I will need in the future. He anticipates my requirements.'

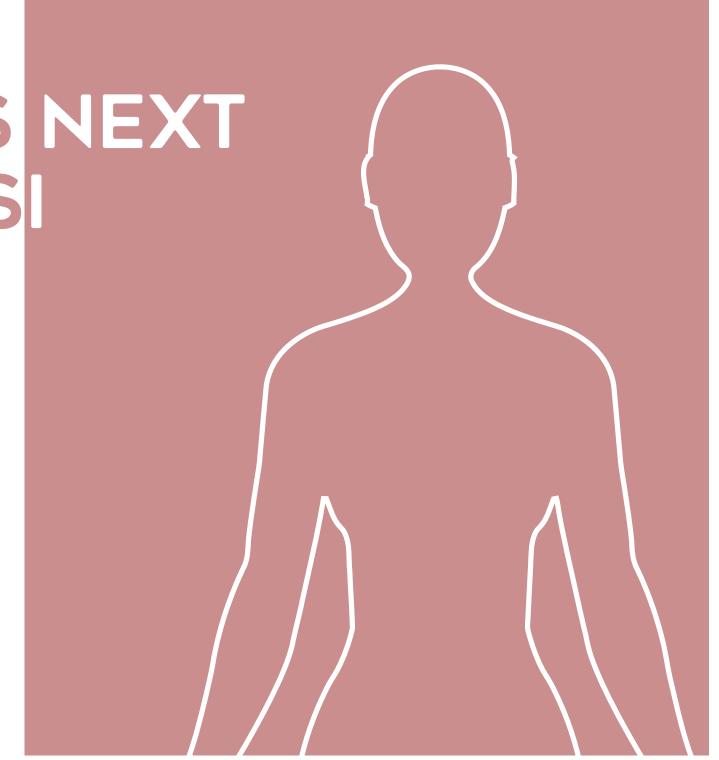
Hank in turn relies on the strong Perfectionist (LBSI 1) in Denis's profile. 'Denis urges you to be precise, follow up and meet deadlines,' he says. 'I need that. My LBSI 6 and 7 can become scattered and drift. Denis brings you back to reality and challenges your thoughts. He will look at all the angles. If he takes the decision to go with a recommendation, I know he's fully on board.'

Denis and Hank are also friends and have known each other for years. So, does LBSI really affect their mutual understanding? 'For me, LBSI makes a huge difference from an awareness perspective,' says Hank.

'Of course, I would have a good relationship with Denis without LBSI, but it makes everything so much quicker and easier. It's like a bottom-line summary of each other's core being.'

Denis concurs. 'It puts information and words onto something you feel but are otherwise not able to materialise,' he says. 'It energises our relationship by enhancing the benefits of the differences between us.'

WHAT IS NEXT FOR LBS



The stories in this white paper reflect the impact of LBSI within organisations. Leading our clients in this work has been an exciting and rewarding experience for PresenceAtWork for over ten years now. Looking towards the future, embodiment will become a crucial aspect in leadership development. More and more, the body is recognised as an anchor and prerequisite for opening up to the heart.

The ability for leaders to lead from heart intelligence, as a meaningful foundation underneath their organisation's governance and an accurate source of direction, will be a determining factor whether organisations are to fail or to succeed in the years to come. We better be solid and comfortable therefore with our bodies, as they are our lifeline towards the future.

LBSI provides a practical handle to support leaders in tapping into additional resources we all have inside ourselves, by connecting them to their whole-body intelligence with ease and confidence. In a world in which we get easily overwhelmed by information overload, technological advance and a frantic speed of change, the body can become our safe haven to safely open up to the depth and potential of our heart.

PresenceAtWork expects LBSI to develop further as an enabler of people transformation in a range of scenarios, both internal and external, and across many dimensions. LBSI will continue to root everything we do in leadership development and culture change as the underlying foundation.

PresenceAtWork will increase its emphasis in this crucial era of transformation, as we continue to focus on developing tools, techniques, practices and circumstances to help people understand how their bodies inform and affect their leadership. With that, we support them to truly grow their individual and collective performance.

This includes continuing to develop our LBSI software offering, which is a powerful tool supporting organisations to gain quick insights into their systems and make talent deployment decisions.

As a closing remark, we invite you to take a fresh look at how you are developing leaders today and validate whether your leadership programmes contain elements like LBSI, which are focused on embodied learning and systemic thinking to take your leaders, teams and organisations to the next level of human consciousness and performance.

Looking ahead there is one thing that is for sure: the most direct path to help adults develop and evolve will be through their bodies, not their heads!

Roelien Bokxem

Jorn Wolfs

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PresenceAtWork would like to acknowledge the many people whose vision and inspiration have supported us for many years now. We appreciate your encouragement and faith in us and in our approach to leadership development and people transformation. In particular we would like to acknowledge:

All the pioneers who agreed to be interviewed for this white paper. These leaders have become important ambassadors of our work, and for that we express our appreciation. They have experienced for themselves how an embodied way of leading is the way forward, especially when navigating the unknown waters of the 'new roaring 20s'. Thank you Paul, Mariëlle, Bart, Hermen, Carlijn, Denise, Katherine, Johanne, Hank and Denis.

Our early partners, who saw the potential of the LBSI methodology right from the start and pioneered with us for many years:

- Initial co-founder Jane Weber in Australia, who has been an important mentor and a real inspiration for me in becoming the strategic leader that I have grown into these days. I am also appreciative and thankful to Jane for the large body of work we developed together.
- Mark Schipper in the Netherlands, who has been an important partner and was for a long time the single independent LBSI practitioner, besides initial co-founders Jane and myself.
- Melissa O'Mara in the USA, who has been a dedicated partner for many years. Right from the start in 2009, she shared our vision and was very committed to introducing LBSI in corporate America at a time when concepts of embodied leadership were new and little understood.

Alison Maitland, who dedicated so much of her time to take a deep dive into LBSI for writing the initial version of this paper and flew over from the UK several times to deepen her understanding. The PresenceAtWork team, for updating this paper with our latest insights and recent client story.

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They have been willing to not only commit themselves and their direct teams to our embodied approach; they also decided to take it down the line to their employees, in order to truly release human potential and to create healthy workplaces where people can flourish.

Roelien Bokxem, Founder PresenceAtWork

WHO WE ARE

PRESENCEATW RK

PresenceAtWork is a leading-edge consulting company, specialised in people transformation. We deliver specific insights and learning experiences central to the effective, forward-looking leadership of today's 'roaring 20s'. As alchemists for conscious evolution leadership, we offer leaders a powerful upgrade in their being, opening them up to the heart. We believe that guiding leaders toward the level of *LOVE* in terms Dr. David R. Hawkins' Scale of Human Consciousness, is the missing piece for sustainability in today's dynamic environment.

For over a decade, PresenceAtWork has focused on developing and implementing Collective Leadership, an embodied and systemic way of leading together in corporate. Since 2019, we have increased our emphasis on guiding the most senior leaders in integrating their head and heart intelligence through our Conscious Evolution Leadership approach, as a powerful lead up to large-scale people transformation and culture change. With an upgraded operating system, which we call *Love*-OS, these leaders more naturally create the right circumstances for their people to open up and thrive.

Senior leaders need to take a quantum leap into a whole new way of life – one that realises the best of our traditions and creates a culture that has been the goal all along: for senior leaders to raise their consciousness and stand like magnificent trees, radiant, and well rooted in their bodies. With their actions initiated from a purer source from within, they are able to create the ideal climate for their people to follow. Under their wing, corporate soil becomes very fruitful for Collective Leadership to flourish. This is the way to achieve the 17 life-changing Sustainability Goals, formulated by the United Nations. All that we have to do is suspend our doubts and distractions just long enough, and this reality can be our own.

Conscious Evolution Leadership functions as the overarching umbrella for all our Collective Leadership work, ensuring that transformation will happen in fruitful soil and under the wing of senior leaders who have made the head-heart integration. By raising consciousness, corporate leaders get ready for their purpose, their potential and ultimately their organisation's sustainability toward the future.

In a similar way, our proprietary embodied assessment methodology Leader Being Strength Indicator® is rooting everything we do, as the underlying foundation. It makes sure that people are solid and comfortable in their own skin, well rooted and able to leverage their talents with others. Senior corporate leaders need to stand like a tree, in all their magnificence, in order to lead their people into the future.

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PEOPLE TRANSFORMATION,
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NATURALLY CONTRIBUTE TO
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