

# What Are You Doing Today That Will Bring About A Better Future?

*An in depth response to a simple yet profound question raised  
by John Baldoni in his post “Coaching the CEO”*

**by Denis Roberts**

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## SYNOPSIS

### What are you doing today that will bring about a better future?

*An in depth response to a simple yet profound question raised by John Baldoni in his post “Coaching the CEO”.*

In his [post](#) John accompanies the question with the statement: *“We live in transactional times that demand transformational thinking. In other words, we act day to day but we must be thinking long-term.”*

In this paper, I shall outline the new interdisciplinary paradigm that we have specifically designed to address this very issue in our own particular virtual organization and business; and will explore the transitions and transformations involved when working across the boundaries of the four spheres of human relations that figure in a business: individual, team, organization and community.

Reciprocal strategic partnerships form the cornerstone of the organization and business. So, here is an example of one of our enterprises and we would be delighted to meet with you on [video](#) if you would like to learn more.

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## About the company

Business Coaching For Premium Coaches is a virtual organization for developing highly experienced independent practitioners who wish to combine and collaborate with like-minded individuals from across the world to build premium practices. We are founded on mutual benefit, best practice and experiential learning; and are fuelled by creativity, independence and inter-dependence.

The history and evolution of the organization and business provides some context and is a good place to start to illustrate the journey of transition and transformation.

## Source

Our paradigm is an expansion and evolution of the [Tavistock Institute of Human Relations model of Authority, Leadership and Organization](#), formed in the late 1950s. It is important to note that their paradigm is a training and development event based on a *face-to-face simulation* through “The Leicester Conference” and that this is formed as a temporary virtual organization for action research purposes for the duration of the event.

## Applied research into the genesis of creativity and learning

The Leicester Conference formed part of a wider applied research project whilst studying on a fully individualized program at [Antioch University](#). Programs are designed to enable students to take full responsibility for self-managing every aspect of the learning process together with providing a framework for applied interdisciplinary research that works across the boundaries of centres of excellence.

In my case, I applied interdisciplinary research into the genesis of creativity and learning involved by studying co-creative conversations across three centres of excellence: The Tavistock Institute of Human Relations / University of Oxford / University of Sussex and integrating the perspectives of organizational psychology / anthropology / phenomenology. In keeping with the individualized ethos, a virtual team of tutors and supervisors was cherry-picked from each centre of excellence to create a temporary virtual organization for the duration of the research.

## Primary outcome of the research

The research combined the methodologies of The Tavistock Institute of Human Relations and Antioch University with a phenomenological perspective and was conducted some forty years ago. It has laid the foundations and acted as a beacon for devoting my career to refining fully individualized holistic programs, which enable the client to elicit their own unique gift and paradigm; and, in turn, design programs and services that are shaped entirely around them, their clients and stakeholders, as unique individuals.

## Journey of transformation

The issue of “*living in transactional times that demand transformational thinking and the capacity to act day to day whilst thinking long-term*” will be traced working across the boundaries of the four spheres of human relations that figure in the business: individual,

team, organization and community. First, however, it is important to set this in the context of the wider paradigm shift from a bricks-and-mortar corporation to a virtual organization.

## **The paradigm shift from a bricks-and-mortar corporation to a virtual organization**

Every virtual organization needs to be specifically designed around the individual business. So, the new interdisciplinary paradigm that is being outlined has been specifically designed for our particular business; and needs to be understood in the context of the wider paradigm shift that is involved. This is best illustrated by a broad brush stroke contrast of the two paradigms.

### ***The bricks-and-mortar corporation***

- ▶ This is a closed network bounded by ownership
- ▶ The fundamental unit is the dependent employee
- ▶ The organization is underpinned by a hierarchy where roles, responsibilities and authority draw on positional power
- ▶ The corporation provides a quasi social function to employees

### ***Our virtual organization paradigm***

- ▶ This is an organic network that is open as a meeting place to all interested parties
- ▶ The fundamental unit is the independent practitioner and business owner
- ▶ The organization and individual businesses have the scope to scale up through reciprocal strategic partnerships underpinned by a peer-to-peer leadership
- ▶ Persons, teams and organization are based on “individuals being themselves and acting as a whole”; and authority draws on individual authenticity
- ▶ Community replaces the quasi social function of the bricks-and-mortar corporation and cultivates an open and welcoming space for all who share in the vision / values / passion / purpose of the business to assemble and share interests .. promote services .. do business .. and lead thought.

## **The four spheres of human relations**

The individual leader transitions and transforms themselves, the team, the organization, the community and the business through “working across the boundaries” of the four spheres of human relations that figure in the business. This involves a process of “shuttling between spheres” until “transcendence and a transformational shift” occurs and brings with it a full awareness of the sphere being explored and expanded; and, in turn, presents a stepping off point for the journey into the next sphere of human relations.

### **Individual sphere - Creativity**

During this phase work is done with the individual to enable them to elicit their true gift and paradigm and where it has greatest impact. When this occurs they connect with the well-spring of their creativity .. become aware that they have the resources to respond to whatever life brings .. experience themselves as a “whole human being” .. and feel phenomenally empowered, liberated and independent .. and sufficiently so to move into interdependent relationships.

One-on-one fully individualized programs are used to progress the client to this stage of development. Upon completion of any of our programs, clients become strategic partners and members of our mastermind organization; and qualify to promote and retail their programs and services at our premium rates.

From the very outset participants have the opportunity to become members of our free membership videoconference-based virtual learning community, available to anyone with a shared interest in our vision / values / passion / purpose.

### **Team sphere – Co-creativity, interdisciplinarity and reciprocity**

Teams are based on the [10 Key Principles Of Reciprocal Strategic Partnerships](#). In a reciprocal strategic partnership each team member brings a unique gift and strength that fill gaps in one another's organization and business. This makes for a very robust unit where the “whole is larger than the sum of the parts”.

#### ***Reciprocal strategic partnerships***

A reciprocal strategic partnership only fulfils its potential when it becomes a “lived and embodied experience where strategy is totally congruent with culture”. Hence the biggest challenge in developing any strategic partnership involves full alignment of behaviours with vision / values / passion / purpose. This means:

- ▶ Consistently and continuously narrowing the gap between strategy and espoused values
- ▶ Learning how to function as an interdisciplinary team
- ▶ Unlearning hierarchical behaviours to enable the transition into peer-to-peer leadership
- ▶ Learning how to shift from positional-based power and authority to leading from “who the individual is as a whole person”; and thus leading through example, authenticity and inspiration
- ▶ Reaching the point where the team is “acting as a whole and functioning as a unit” to truly enable “the whole to become larger than the sum of the parts”

#### ***Core capability of an interdisciplinary team***

Learning how to function as an interdisciplinary team represents a core capability which involves three closely inter-related dimensions:

- ▶ Deepening awareness of one another's unique gifts
- ▶ Understanding the power of reciprocity and team through an ever-increasing appreciation of diversity
- ▶ Moving more and more into a common language

### ***Three examples of the application of a reciprocal strategic partnership***

▶ A joint venture resulting in the co-design and co-production of a program. The example in the video is of a fully individualized three-on-three program that has been created by The Reuleaux Strategic Partnership:

- each participant comes away with their own unique paradigm for creating a fully individualized programme and business model
- each participant comes away with a section in a co-authored book designed to position their authority and market their business; and this is presented within the framework of the overall program to reflect their wider learning
- participants leverage our presence and modelling of a reciprocal strategic partnership where the sum of the parts are larger than the whole; and we act as an outsourced strategic development team

▶ A peer-to-peer reciprocal strategic partnership that forms a marketing front-end; and acts as a mutual support, accountability and referral group for promoting one another's programs. The virtual learning community strategic development team is modelling this as a self-managed group for community members who wish to seek and self-manage this form of mutual support and development.

▶ A fully individualized three-on-three post-graduate program for individuals who have already completed one of our fully individualized programs and are strategic partners in our mastermind organization; and are ready to develop their own reciprocal strategic partnership for moving into co-production and a joint venture.

### **Organization sphere – Growing the mastermind organization and network of independent businesses**

There are three key aspects to the organization sphere:

- ▶ Shifting into applied co-creativity whereby participants in our programs are moving into the co-design and and co-production of their designer programs and businesses
- ▶ Building the virtual corporate infrastructure for embodying reciprocal strategic partnerships and growing our mastermind organization and network of independent businesses
- ▶ Organic and unitary evolution of organization which grows through a cellular beehive structure where “the organization acts as a whole”

### ***Participants in our programs moving into the co-design and and co-production phase***

During this phase:

- ▶ Program design is completed with programs ready for launch
- ▶ Programs are piloted to assess ROI .. identify pivot points .. obtain proof of concept .. in exchange for testimonials and referrals.
- ▶ Final program launch takes place

### ***Building the virtual corporate infrastructure***

- ▶ Business Coaching For Premium Coaches provides the virtual umbrella for the mastermind organization.
- ▶ Individual or teams of strategic partners have the scope to deliver their programs on a co-branded basis which mutually reinforces the brands.
- ▶ There are backlinks from the corporate umbrella to the strategic partner's mirror site and marketing channels are instantly doubled.

Organizational growth through reciprocal strategic partnerships is organic enabling the process of scaling up to be carefully managed.

### **Community sphere – Fostering a safe and welcoming space for all interested parties**

The community sphere takes the shape of a videoconferencing-based virtual learning community and nurtures an open and welcoming space for all who share in the vision / values / passion / purpose of the business and who want to assemble .. share interests .. showcase and promote services .. do business .. and lead thought.

It provides an “internal market” for members and, most especially for participants in our fully individualized programs. It also provides an “open market for the community as a whole”. It utilizes a range of communications and by leveraging social media is able to increasingly build its authority on the global stage:

- ▶ Weekly community meeting .. this can be used for speed coaching .. showcasing services .. and discussing community matters.
- ▶ Interactive TV Channel .. discussions between top creative minds from across the world .. assembled around a burning issue or noble cause .. and with scope for audience members to join the discussion and enter the room.
- ▶ Radio Podcast Channel with video discussions also archived in this format.

Participants in our fully individualized programs have a special opportunity to build their individual authority by paying an active part in any one of these events.

### **Business Model**

Combines bespoke (fully individualized) product with co-branding and premium rate exponential business model.

### ***Bespoke service***

There are three levels at the top end of the market best illustrated by buying a top brand suit and these are being presented in reverse order to show the progression:

- ▶ An off the peg top brand Gieves and Hawkes of Savile Row suit (USD 1500). Includes minor adjustment to length of sleeves and trousers (Coaching business analogy a Top Franchise selling its product as a commodity)
- ▶ A made to measure Gieves and Hawkes of Savile Row suit (USD 7000). Includes more significant adjustments to fit individual, but template and cloth remains the same (Coaching business analogy is a customized program)
- ▶ A bespoke Gieves and Hawkes of Savile Row suit (USD 20000). Fully co-designed with client .. template .. style .. cloth .. fit. (Coaching business analogy is our fully individualized designed to fit the client and their clients as totally unique individuals; and positions them “in a class of their own in the marketplace”).

### ***Virtual organisation and co-branding element***

Harrods provides a good example of how to use co-branding to reinforce both brands:

- ▶ Solid brand (Harrods) which acts as umbrella organization and strategic partners with / offers floor space to top designer brands .. Gieves and Hawkes of Savile Row and provides a platform for their top end product .. the design of completely bespoke and hand-made suits (in our case Business Coaching For Premium Coaches is the equivalent Harrods corporate umbrella and strategic partner's designer programs the equivalent of Gieves and Hawkes of Savile Row. As such, co-branding mutually reinforces both brands.

### ***Premium rate exponential business model***

- ▶ A standard coaching business model is fixed case load x fixed fee-rate = revenue cap
- ▶ A premium rate exponential business model is fixed case load x fee-rate continuously rising in relation to demand = unlimited revenue. Practitioners are continuously working towards improved results, visibility, positioning and authority. Our virtual learning community contains the global communication tools for accomplishing this and is underpinned by a culture founded on mutual benefit, best practice and experiential learning.

## **Visionary Leadership**

***“What are you doing today that will bring about a better future? “We live in transactional times that demand transformational thinking. In other words, we act day to day but we must be thinking long-term.”***

## The role of CEO as vision holder

We create, invent and manifest our future by bringing together and integrating three key elements as a “lived, embodied and dynamic entity” (and do so in relation to an understanding of the nature of goals):

- ▶ Vision and culture
- ▶ Strategic action planning and implementation
- ▶ Experiential learning and continuous course correction

### *Vision and culture*

In relation to *“living in transactional times that demand transformational thinking and acting day to day but thinking long-term”* the primary role of the CEO is that of a “community builder” and “vision holder who holds a vision of the mission of the business as a whole”.

Vision and culture go hand-in-hand. Vision / values / passion / purpose create a conducive environment for building a community and business that is founded on the values of mutual benefit, best practice and experiential learning; and which support “wholeness” in every human relations sphere that figure in the business: individual, team, organization and community.

And, where every strategic partner is “home grown” in this culture to “emerge as a totally unique individual and whole person”, who is able to be themselves and increasingly discover the power of their “authenticity” .. as they transition and transform when working across the four spheres of human relations.

As such, the CEO leads the organization and business through “holding the vision of the community and overall whole” .. being “inspirational and authentic” .. and “leading by example. This “vision holding” occurs in the “here and now” and creates a space of “being in the moment” and where the day to day and the long-term vision come together; and is also an instance of CEO acting as coach as per the topic of John Baldoni's [post](#)

### *Strategic action planning and implementation*

Strategic action planning forms an integral part of our fully individualized programs and is co-created with the participant to enable them to co-design a program that is shaped entirely around them and their clients, as individuals. Our paradigm incorporates “an accelerated growth incubator”, which involves a framework where the long-term goal of the program is kept in clear vision; and where the “accelerated growth incubator” works in blocks of six sessions and a short-term goal. The way the “accelerated growth incubator” works is to “pinpoint the single small action” that will have the “biggest impact”.

With regard to implementation, an “accountability framework and monitor” reflects the strategic action plan and enhances performance management and implementation.

### *Experiential learning and continuous course correction*

A weak spot in most performance management systems is that they are so fixated on the target, with equally narrow performance indicators, that they miss a massive learning opportunity. We address this in our performance indicators and through our “accountability framework and monitor”. These have a strong focus on reflection and experiential learning in relation to all the key human relations involved. Plus, this generates the necessary information to course correct in an often continuously changing situation.

### ***The nature of goals***

Goals occur in a dynamic environment. Therefore, maintaining the most effective course for accomplishing goals involves a dynamic approach that is capable of balancing the three above key dimensions in the here and now:

- ▶ Vision and culture
- ▶ Strategic action planning and implementation
- ▶ Experiential learning and continuous course correction

### ***The role of vision and culture***

Long-term vision acts like a beacon of sunlight which:

- ▶ Illuminates the path
- ▶ Nurtures and nourishes the culture

### ***The role of strategic action planning and implementation***

Strategic action planning and implementation:

- ▶ manifest the vision and mission as actions
- ▶ produce results

### ***The role of Experiential learning and continuous course correction***

This:

- ▶ brings the interrelationship of vision and actions into the “here and now”
- ▶ opens a space in the moment where *“living in transactional times that demand transformational thinking and acting day to day but thinking long-term”* can be fulfilled as a practice.

As such, working dynamically with three dimensional goals requires the capacity to manage a holistic and interdisciplinary mindset that can shuttle between .. and integrate .. the different dimensions in the “here and now”.

## **Summary**

The consequence of the new interdisciplinary paradigm that we have designed for Business Coaching For Premium Coaches is that, to a large extent, we can become increasingly confident that we have the necessary vision / values / passion / purpose .. and creativity / independence / independence .. to take action in the “here and now” .. “whilst holding a vision of the business and community as a whole” .. and navigate transactional times .. whilst delivering transformational results that will bring about a better future.

## Invitation

Reciprocal strategic partnerships form the cornerstone of the organization and business. So, here is an example of one of our enterprises and we would be delighted to meet with you on [video](#) if you would like to learn more.

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