

SUNDERLAND  COACHING

FROM EXCELLENCE TO CONSCIOUS GENIUS-SHIP™



MOVING FROM EXCELLENCE TO  
**CONSCIOUS GENIUS-SHIP™**  
THROUGH CULTURE TRANSFORMATION

[sunderlandcoaching.com](http://sunderlandcoaching.com)

[debra@sunderlandcoaching.com](mailto:debra@sunderlandcoaching.com)

## INTRODUCTION

### WHY

Now more than ever the culture of your company is critical. The things that employees once tolerated are making them leave at alarming rates.

Without a culture that will attract top talent, it will become increasingly difficult to meet customer and stakeholder expectations, achieve project deadlines, introduce new products and services, and keep the business running let alone thriving and profitable.

### WHAT

The Executive Leaders who thrive in today's landscape recognize that excellence is no longer enough.

To experience both success and fulfillment, they must step into their own Genius-ship™ and create a company culture that lifts others to do the same.

### GENIUS-SHIP™ DEFINITION:

Living your entire life embodying your **whole yes** with joy and clarity, versus suffering in your excellence,\* **choosing** total fulfillment, and aligning that with your work and leadership.

\*Excellence = endless striving, exhaustion, and never achieving the results you want most. You will discover that your excellence is killing you.

### WHO

Lasting culture change starts at the top. It starts with the CEO. From there, it expands into the C-Suite, then the Executive Leadership team, then continues down through all levels of leadership in an organization.

Your employees may be demanding culture change but it is up to the company's leaders to make it happen and model the way for the culture of tomorrow.

## THE BUSINESS CASE FOR CULTURE CHANGE

### *Why change company culture?*

#### **IT'S ALWAYS ABOUT THE RESULTS.**

Do you want to attract and retain top talent, do you want to consistently achieve your strategic objectives, continue to grow year over year, and have a workplace employees are happy to show up to every day?

The results you want are rooted in your company culture. Here's why - culture is as important as your business strategy, because it either strengthens or undermines your objectives.

The personality of your business is influenced by everything. Leadership, workplace practices, policies, people, communication styles, a sense of trust and safety, what is tolerated and what is not all impact culture significantly.

The biggest mistake organizations make is letting their workplace culture form naturally without first defining what they want it to be.

Learning how to make this intentional culture a reality must become an everyday practice. The change starts at the top and must be embraced through all levels of an organization.

**Culture is the character and personality of your organization. It's what makes your business unique and is the sum of its values, traditions, beliefs, interactions, behaviors, and attitudes. It is sensed.**

**A thriving workplace culture attracts talent, drives engagement, impacts joy, hones purpose and satisfaction, which affects performance.**

## IMPACT OF CULTURE CHANGE

There are numerous positive impacts to transforming the culture of your company including:

1

### ATTRACTS TOP TALENT

Job candidates evaluate your organization and its climate. A strong, positive, clearly defined and well-communicated culture attracts top talent that fits.

2

### DRIVES ENGAGEMENT & RETENTION

Culture impacts how employees interact with their work and your organization.

3

### IMPACTS HAPPINESS & FULFILLMENT

Research shows that employee happiness and satisfaction are linked to having a strong workplace culture (*source: Deloitte*).

4

### INCREASES PERFORMANCE

Organizations with stronger cultures outperform their competitors financially and are generally more purpose driven and successful.

## What Impacts Culture in the Workplace?

The short answer is everything. A multitude of factors play a role in developing workplace culture, including leadership and raising up new leaders, workplace practices, policies and philosophies, people, work environment, and communications.

## IMPACTS TO CULTURE IN THE WORKPLACE

Let's take a deeper look at each of these impacts:

### Leadership

- The way your leaders communicate and interact with each other
- How leaders share and emphasize their vision for the future
- What leaders celebrate and recognize
- What leaders expect
- How leaders model vulnerability
- How leaders pursue curiosity and learning
- How leaders make decisions - responsively or reactively
- The extent to which leaders are trusted, and trust
- Their commitment to living radical self awareness and personal development
- The beliefs and perceptions they reinforce

### Raising Up New Leaders

- How your organization is collaborating - its systems, procedures, structure, hierarchy, controls, and goals
- The degree to which leaders empower employees to make decisions, support and interact with them, and act consistently
- How they care for others and build connection

### Workplace Practices

- Practices related to recruiting, selection, onboarding, compensation and benefits, rewards and recognition, advancement / promotion, performance management
- Coaching, training, and development
- Wellness, and well being options (paid time off, leave, choosing where and when to work, etc.)
- Workplace traditions

### Policies and Philosophies

- Employment policies including, but not limited to: attendance, dress code, code of conduct, and scheduling
- Organizational philosophies such as hiring, compensation, pay for performance, and internal transfer and promotion

### People

- The people you hire - their personalities, beliefs, values, diverse skills and experiences, and everyday behaviors
- The types of interactions that occur between employees (collaborative versus confrontational, supportive versus non-supportive, social versus task-oriented, etc.)
- Communication styles



## IMPACTS TO CULTURE IN THE WORKPLACE

### Work Environment

- Objects, artifacts, and other physical signs in your workplace - these include what people place on their desks, what the organization hangs on its walls, how it allocates space and offices, what those offices look like (color, furniture, etc.), and how common areas are used.
- Also the unseen—the energy that is gone off in the environment...stress, fear, frustration, joy, peace - all can be felt.

### Communications

- The manner in which communication occurs in your workplace.
- Importantly, the degree, type, and frequency of interaction and communication between leaders and employees, and managers and employees, including the extent of transparency in sharing information and making decisions.



## DEFINING YOUR CULTURE

Most of us let our workplace culture form naturally without defining what we want it to be, and that leads to undesirable results.

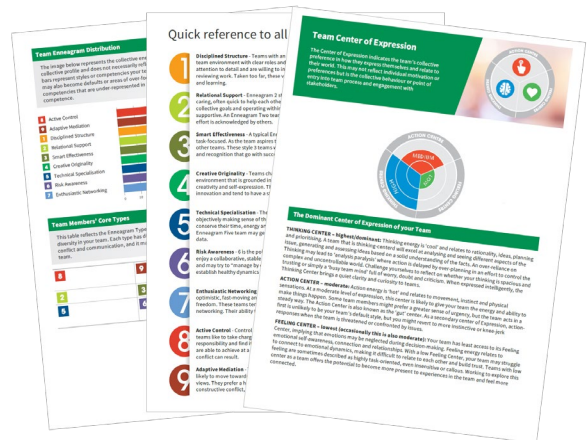
For example:

- We create policies and workplace programs based on what other employers do versus whether they fit our work environment.
- We hire employees who don't fit.
- We tolerate management styles that threaten employee engagement and retention.
- We don't create and communicate a clear and inspiring mission, vision, and set of values.
- Our work environments are lackluster.
- We don't consider how our everyday actions (or inactions) as leaders are affecting the formation of our culture.

For these reasons, it's important to step back, evaluate, and define your workplace culture - both what it is today and what you want it to be in the future - and how all of these factors either contribute or take away from your desired culture.

Although it can be very difficult to define, assessments will help you gauge your culture. They may reveal gaps between the culture you want to attain and the culture you currently have.

That is why we start every engagement with a **Culture Assessment**.



## DISCOVERY: THE CULTURE ASSESSMENT

### The Genius-Ship Transformation Approach

We start with a 4 step Culture Assessment and discovery process.



### Participants

The entire Executive Leadership Team including the CEO are critical participants. Additional leaders and team members can also be included for a broader perspective.

### What

The Culture Assessment and discovery process provides a clear picture of 2 things:

1. The current-state company culture
2. The strengths and opportunities for the current leadership team

### Outcomes

Through a combination of the survey, 1-1 interviews, and a team-based workshop to review and discuss results, a strategic plan is developed to provide a clear path forward to remove roadblocks and achieve the company's targeted results.

#### *Tangible Outcomes:*

1. Leadership Team Analysis
2. Enneagram Typing
3. Strategic Plan focused on Top 3 Results
4. Transformation Roadmap
5. Genius-ship Transformation Proposal\*

#### *Intangible Outcomes:*

- Increased understanding of root cause of current challenges
- Greater alignment on culture change needs
- Greater trust across leadership team
- Recognition of the hidden barriers that generate and repeat unwanted results

*\*The ultimate goal is to receive financial approval to move forward and begin culture transformation.*



## TRANSFORMATION: THE CULTURE CHANGE IMPLEMENTATION

### The Genius-Ship™ Transformation Approach

Once approval is gained, the transformation\* begins following a 4 stage approach, with each stage deepening the culture transformation.

*\*The specifics and duration of each transformation plan is determined by the Culture Assessment.*



### Participants

Lasting change starts at the top so that's where we start - working with the CEO and the C-Suite Team, then the Executive Leadership Team, HR Leadership Team, and ultimately the Next Level Leaders of the company.

### What

The Culture Change Implementation provides a lasting transformation of:

1. The individuals who lead the company
2. The culture of the company

### Outcomes

Through a combination of 1-1 and group coaching, tools to step into Conscious Leadership and Genius-ship™, and support for the most challenging cultural and HR issues that arise, your company will thrive with hiring, developing, and retaining top talent, increased employee engagement and productivity, and improved company financial performance.

**Results are measured via a Radical Leadership Scorecard.**

### Additional Intangible Outcomes

- Greater fulfillment, happiness, and joy from the leadership team to the employees
- Increased creativity and innovation
- Greater trust across the company
- Better understanding of self and others
- Tools to work through the barriers that generate and repeat unwanted results

## CASE STUDIES

We are in the midst of what is being called The Great Resignation, documented by numerous articles, case studies, and statistics, making culture change more important now than ever before.

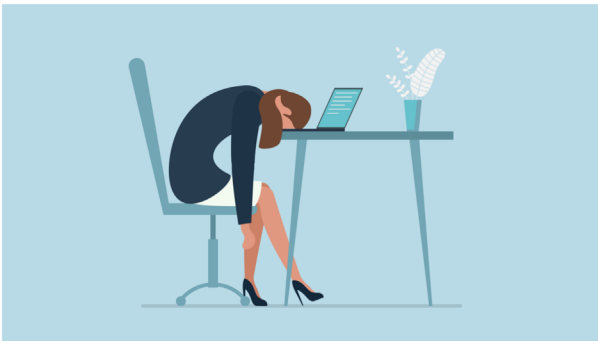
Mashable Tech Life Social Good Entertainment Newsletters

[Mental Health](#) [Mental Health](#)

### Companies hope new benefits will solve your mental health issues. Don't fall for it.

Companies know they have a wellness problem. Most won't do what it takes to fix it.

By [Rafaela Ruiz](#) on September 12, 2021 [f](#) [t](#) [i](#) [p](#)



When you're in a toxic work environment, mental health and well-being benefits may be welcome but can't fix what's fundamentally wrong. Credit: [Astridrey / iStock / Getty Images Plus](#)

“Few business leaders ever want to admit they're the problem, or that their supervisors lack empathy skills, or that their business model may harm employee well-being despite being financially successful. Fear of failure and the enormity of looking inward are what stand in the way of "total worker health" becoming the norm rather than the exception. I actually think training top leadership in supportive behaviors is absolutely where we need to be.

- *Dr. Leslie Hammer, from the article [Signs You're In a Toxic Work Environment](#)*

THRIVE GLOBAL

WELL-BEING WISDOM WONDER PURPOSE SLEEP SPECIAL SECTIONS COMMUNITY Q

WELL-BEING

### Why It's Time to Rethink The Future of Work

Creating sustainable change requires a new leadership playbook.

By [Halla Tomasdottir](#)



“A record number of 4 million Americans quit their jobs in July 2021, and more than 40% of those currently employed are actively job hunting... The Great Resignation stems from something quite simple: the pandemic provided people with a pause – time and space to rethink the purpose of both their work and life. The conclusion for many is that going back to business as usual is simply not an option... Organizations that want to attract, retain and regenerate an increasingly burned out, but enlightened workforce, need to move beyond helping employees survive during these challenging times and start empowering people to thrive.”

- *Halla Tomasdottir, from the article [Why It's Time to Rethink the Future of Work](#)*



A CLOSER LOOK AT SUNDERLAND  
COACHING'S PROPRIETARY **GENIUS-SHIP™**  
CULTURE TRANSFORMATION MODEL





## A CLOSER LOOK AT THE CULTURE ASSESSMENT

### ① Culture Survey and Team Assessment

We start by gaining a clear picture of the current state of your company's culture through a culture survey combined with individual 30-minute interviews with each member of the Executive Leadership Team.

### ② Enneagram Assessment

We then enable you to better understand your Leadership Team's strengths and opportunities and how that affects company culture through individual and team Enneagram Assessments.

### ③ Group Review

The Executive Leadership Team will then come together for a 90-120 minute group review to deeply understand and discuss the results.

### ④ Strategic Transformation Plan

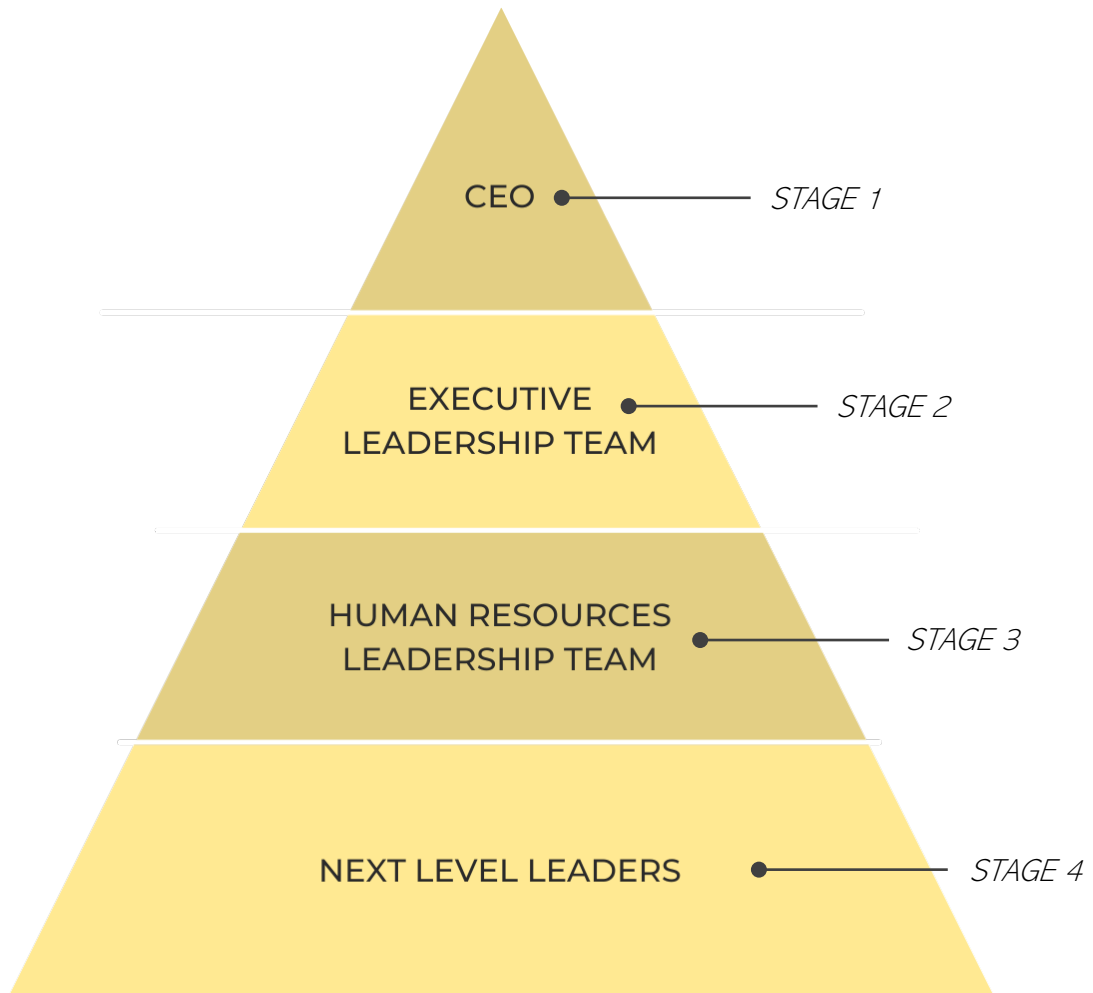
A Strategic Transformation Plan will be provided by Sunderland Coaching that showcases how to remove the roadblocks getting in the way of your top 3 culture transformation objectives.

- **Who:** CEO and Executive Leadership Team
- **What's Included:** Individual culture survey, private 1:1 interviews with up to 10 members of the Executive Leadership team, Enneagram assessment, group review, strategic transformation plan
- **Duration:** Engagements average 2 – 3 months

## A CLOSER LOOK AT THE CULTURE CHANGE IMPLEMENTATION

### The Genius-ship™ Culture Transformation Model Implementation

Once approval is gained, the transformation begins following a 4 staged approach, which each stage deepening the culture transformation. Change starts at the top so we start at the top, working with the CEO and the C-Suite Team, then the Executive Leadership Team, Human Resources Leadership Team, and ultimately the Next Level Leaders of the company. We work in 6 month cycles, with each stage averaging two 6 month cycles. Stages can be done sequentially or in parallel. Your Strategic Transformation Plan will outline the recommended approach based on your organization's unique needs.



## THE CULTURE CHANGE IMPLEMENTATION – STAGE 1



- **Who:** CEO + C-Suite Team
- **What's Included:** Private 1:1 Radical Leadership Sessions each month, plus SOS support for big issues as they arise
- **Duration:** Engagements average 6 - 12 months



## THE CULTURE CHANGE IMPLEMENTATION – STAGE 2



- **Who:** Executive Leadership Team
- **What's Included:** Private 1:1 Radical Leadership Sessions each month, group coaching each month, tools for conscious leadership, plus SOS support for big issues as they arise
- **Duration:** Engagements average 6 - 12 months

## THE CULTURE CHANGE IMPLEMENTATION – STAGE 3



- **Who:** Human Resources Leadership Team
- **What's Included:** Private 1:1 Radical Leadership Sessions each month, group session each month to consult on hiring and developing Conscious Leaders, tools for conscious leadership, plus SOS support for big issues as they arise
- **Duration:** Engagements average 6 - 12 months

## THE CULTURE CHANGE IMPLEMENTATION – STAGE 4



- **Who:** Next Level Leaders
- **What's Included:** Group coaching each month, tools for conscious leadership, plus SOS support for big issues as they arise
- **Duration:** Engagements average 6 - 12 months

## A FINAL NOTE ON TRANSFORMING CULTURE

### SOME THINGS TO CONSIDER

While the results of transforming your company culture are significant, the journey to get there will not be without its challenges.

#### *Resistance to Change*

Change can be hard, and there will be resistance at all levels of the organization.

Change can challenge an individual's identity, cause discomfort, and even fear. But change is part of growth - and it is imperative to keep growing when you want your company to thrive.

#### **We leverage the Change Formula:**

**Vision x Dissatisfaction with the Status Quo + First Steps > Resistance = Change**

*originally created by Richard Beckhard and David Gleicher, and refined by Kathie Dannemiller*

#### *Getting Worse Before It Gets Better?*

Don't be surprised if people leave the company when you begin your transformation.

When you begin to change your culture, you stop tolerating certain things - things like drama, gossip, complaining, blame, missed commitments, excuses, inefficiencies, etc.

Some employees will rise to the challenge and step into a better version of themselves, and some won't.

The result will be that some people will leave, but that can be a blessing in disguise. The good news is that when you are making positive culture changes, the ones who leave are typically the ones who don't align with where your company is headed.

This creates space for attracting new talent aligned with your culture of tomorrow instead of your culture of yesterday.

**Having the guidance and support of an expert with a proven and highly effective framework will lessen the impact and help you navigate difficult conversations and times.**

## WHO IS SUNDERLAND COACHING?

Sunderland Coaching specializes in empowering CEO's, Executives, and Leaders to shift from unconscious beliefs and behaviors to intentionally creating the results they most want - greater joy and fulfillment, and a thriving workplace culture that yields higher productivity and revenue, and attracts high-level talent and desirable clients.

We take our clients on a journey from excellence to consciousness to Genius-ship™ following our proprietary **Genius-ship™ Culture Transformation Model.**

Sunderland Coaching's philosophy is rooted in Conscious Leadership.

Their clients and their companies become the model of transformation, no matter where they are on their journey.

**Schedule a call today to begin your  
culture transformation:  
[debra@sunderlandcoaching.com](mailto:debra@sunderlandcoaching.com)  
or 708-989-1159**



### Meet Debra Sunderland

CEO and Founder, Debra Sunderland, coaches Executive Leaders to remove the blockages that prevent them from fully living their genius.

She challenges leaders to own their results in all areas of life, to be present in the here and now, and to step out of leading with reactivity and into conscious leadership.

Debra holds degrees in Psychology and Inner MBA - Mindful NYU, and is certified in The 15 Commitments of Conscious Leadership, the Integrative9 Enneagram, Corporate Goal Coaching, and CTI Co-Active training.

Debra's work has been featured on ABC News, NBC News, Fox National/Local News, Crain's Chicago Business, the Chicago Tribune, Chicago Sun-Times, and 190 N Television. She is based in Nashville and Chicago.

## CLIENT EXPERIENCES WORKING WITH SUNDERLAND COACHING

**Peter Holsten | President at Holsten Management  
Chicago, IL**

"Initially working with Debra, I soon learned that I was part of the reason that I was not getting the results I wanted. Once Debra showed me how important being a conscious leader (present and curious to learn) is instead of the autopilot baggage cart leader, things started to look up. With Debra's prompting my senior managers started to gel as a team. We have much work yet to do, but I am finally seeing the leadership potential of each team member emerge. And let's not forget the work I will be continuing to do with Debra: learning to become the best possible conscious leader of my team! To any leader who has drama and nonsense in the workplace, stop the madness now and improve productivity, worker well being, longevity, and bottom line by working with Debra Sunderland."

**Rob Gordon | CEO/President, Nashville Public Radio**

"I was not sure what to expect from our management retreat with Debra, but every member of our senior team was blown away and left eager to continue working with her. She swiftly identified long-standing issues and perceptions that prevented us from working together as an effective team. Using empathy and understanding she gave us several tools we could use to reduce conflict. We're grateful to have discovered someone who can accompany us on the path to becoming more conscious leaders and in the process, reduce the stress and strain that is a byproduct of managing and living an unconscious life."

**Ryan Schiff | Owner, Lincoln Stars/Global Head of FX  
ED&F**

"I have worked with Debra for several months. A more caring, passionate or professional person you will not find. I think her understanding of conscious leadership and ability to help one focus on changing themselves in order to promote greater change in that individual's organization is sensational. Simply put she is terrific."

**Dimitri P. Eliopoulos | CEO, Curi Capital**

"I've worked with Debra in both one-on-one and in group settings and have found her guidance and expertise to be extremely useful and thought-provoking. Debra is an excellent listener and uses that amazing skill to help you identify what you really want and are really good at. The principles she has reminded/taught me have been helpful both personally and professionally. Equally as important is the high level of energy she brings to her work every single day."

**Jennifer A. Rydwelski | SPHR®Partner, Chief Human  
Resources Officer at RMB Capital**

"We are in the early stages of integrating the 15 Commitments of Conscious Leadership into our culture and it is already fostering greater communication and collaboration within teams and throughout the entire company. We are providing opportunities for all employees to be coached in Conscious Leadership with the goal of creating a more engaged and energized workforce who utilize a common set of tools and practices. We have invited everyone to join us on a journey toward conscious leadership."

**Howard A. Weiss | President at Esser Hayes  
Insurance Group**

"It's almost hard to put into words the profound impact our work has had on me as a Leader and as a person. Debra has a remarkable way of leading conversations to help create self-awareness around the source of behaviors and beliefs. Through our collaborations, I feel I have begun a transformative journey with a whole new perspective on what makes a great Leader. I am always excited to meet with Debra. Her compassion for people and her passion to spark change and awareness is contagious. I would recommend Debra to anyone who is looking to go beyond business as usual and make a meaningful impact as a Leader."

Begin your cultural transformation journey: [debra@sunderlandcoaching.com](mailto:debra@sunderlandcoaching.com) | 708-989-1159