

THE TWELVE B.V.

Connecting to Purpose

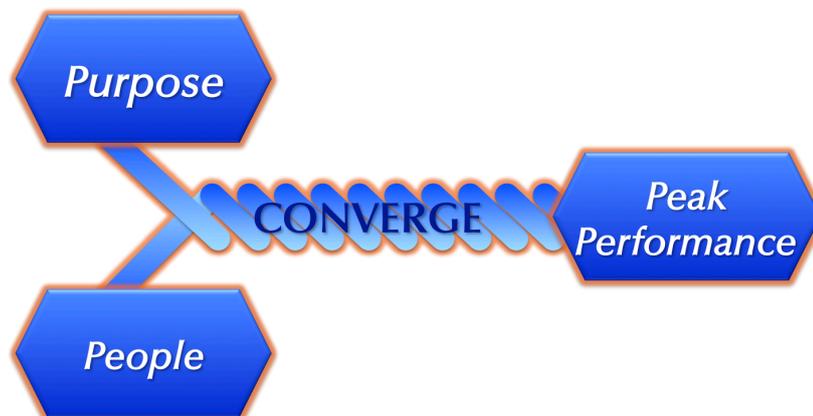
A course in Whole-Organisation Leadership converging everyone and everything towards peak performance

We are delighted to announce the Whole-Organisation Leadership Course 'Connecting to Purpose', to be held this spring

at the
DoubleTree by Hilton in Amsterdam,
on June 21 & 22 - 2018

The aim of the Whole-Organisation Leadership Course is to develop a practical understanding of how an organisation can be led within a clear frame of purpose that inspires the organisation's future direction as a creator of unique meaning and value.

Your outcome will be a coherent overview of the twelve non-negotiables, the twelve unique business capabilities of the organisation of your choice. Those capabilities function as the organisation's core principles, and they describe its core purpose at best. People in management often talk of the DNA of a business identity – these principles serve as, so to speak, the codons of the organisation's DNA, supplying an unprecedented level of detail, understanding and precision. Plus you will have developed a practical understanding of how to work with those twelve core principles yourself, leading your and any organisation within their framework, connecting all stakeholders to its coherent story of purpose to co-create unique value optimally and sustainably. The knowledge and experience will enable you to pro-actively lead and to facilitate all stakeholders to converge around the organisation's purpose to grow to peak performance.



Converging leaders, employees and stakeholders around core purpose, to deliver peak performance.

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The programme will comprise an individual Skype interview with you in advance of the course in order to map the differentiation of the organisation that you own, lead or know very well. This will be followed by a two-day workshop of practical sessions, dialoguing and sharing deep theoretical knowledge supported by solid successful experience in business cases, both in small groups and in plenum.

Our annual courses, started in 2006, have attracted an increasingly wide range of people, all dedicated to the healthy and sustainable growth of organisations. This autumn we expect to attract CEO's, executive board members, financial experts advising boards, presidents of boards of non-executives and senior consultants, wanting to work on their business cases of SME's, Corporates and Start-ups in a group of no more than twelve in total.

Our goal is to meet every participant's needs, and we are really looking forward to two days of intense work with you. Amsterdam's natural, architectural and historical beauty will provide a highly attractive environment within which we can all get to know one another, and you can develop your capability to lead by means of those core principles of strategic purpose.

The course Connecting to Purpose will provide you with a clear and powerful understanding and experience of what connection to purpose is, and how to build it within your own organisation for the benefit of all stakeholders.

Best regards and warm wishes, and we look forward to meeting and working with you.

Kathelijne Drenth, Richard Leachman, Donald Lancaster and Mavis Carrilho

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A course in Whole-Organisation Leadership

Training for four different target groups in how to *identify and use the twelve unique business capabilities at best of the organisation of your choice and exploring with you how to lead and work with those principles in such a way that everyone and everything in your particular case connects to and converges around purpose and is growing to performing at peak.*

Four Target Groups

1. CEO's/ senior leaders

Experiential value: The knowledge and first experience of working with a business framework of uniqueness parameters for the growth of whole-organisation leadership in their company.

This knowledge enables them to invite, encourage and grow the uniqueness of their organisation by engaging with a coherent view of their business. This coherent view empowers them to invite others to work within the right strategic parameters for unique growth towards peak performance, and to co-create cross-functionally throughout the whole organisation in the interest of all stakeholders.

If the twelve unique business capabilities business frame is used regularly, as a compass for organisational performance and growth through strategic decision-making, the coherence within the team of executives will automatically grow through the sentient leadership of its CEO.

2. Presidents of boards of non-executives

Experiential value: The knowledge and first experience of working with a business framework of uniqueness parameters for whole-organisation growth. (He or she might be presiding a number of boards).

This knowledge enables the presidents of boards of non-executives to build a coherent view of the business, and empowers them to pose the right strategic questions related to the three roles of non-executives (employing the board, controlling and advising). Those questions should always be in the interest of all stakeholders, in terms of supporting the unique growth of the company to peak performance.

If this business frame is used regularly as a compass for organisational performance and growth through strategic decision-making, the coherence within the team of non-executives will automatically grow through the sentient leadership of its president.

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3. Financial experts advising boards (executive and non-executive)

Experiential value: Sound decision-making deeply anchored in and fostering the unique capability of their respective company.

This knowledge enables financial experts advising boards (executive and non-executive) to build a coherent view of the business, and to foster a connection with the essence of what the business is about. This empowers them to pose the right strategic questions concerning investments, finances, ROI and the growth in uniqueness of the business. Those questions should always be in the interest of all stakeholders, in terms of supporting the unique growth of the company to peak performance.

4. Senior consultants

Experiential value: The knowledge and first experience of working with a business framework of parameters for the unique growth of an organisation.

This knowledge enables senior consultants to build a coherent view of the unique value-creation capability of the business, and empowers them to pose the right strategic questions when coaching the board. Moreover as a senior consultant it enables them to facilitate and co-create with the board the organisation's growth in uniqueness in the interest of all stakeholders. The various applications of the business frame seamlessly connect to all of the widely-established concepts and instruments that they are acquainted with, familiar with or favour (such as Lean, Balanced Scorecard etc.).

Sentience

A sentient organisation is one that intimately knows and lives its whole-organisation unique purpose, authentically, coherently and with discipline. Companies such as Amazon, Apple, IKEA, McDonald's and Unilever can all be described as sentient, although sentience is probably found most prolifically within the ranks of smaller businesses that are closely constructed around the vision of the entrepreneur.

A sentient company whole-organisationally connects the purpose of

- the leader to the organisation – aligning his or her uniqueness with that of the organisation
- the organisation to its stakeholders – whether leaders, employees, investors, lenders, suppliers or customers
- the stakeholders to the organisation – aligning their respective uniqueness with that of the organisation
- the organisation to the world – creating unique value within the world.

The task of connecting all stakeholders to an organisation's unique purpose lies at the heart of every leader's responsibility. The unique purpose of an organisation is complex and multi-faceted, however, and extends across and expresses within multiple domains of processes, actions, behaviors and interests. Despite the challenges that this represents, sentient companies maintain a connection and commitment to their uniqueness of purpose in a way that dramatically distinguishes them from other less successful companies.

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Connecting to Purpose

A course in Whole-Organisation Leadership



**By Richard Leachman & Kathelijne Drenth
Co-facilitated by Mavis Carrilho & Donald Lancaster
The Twelve B.V.**

Amsterdam,

June 21 & 22, 2018

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Preceding and following the two-day course

PRE-COURSE

Participants will be asked for some basic information, plus answers to twelve questions by a two-part Skype interview. Preparatory homework will also be expected in advance of the course.

Interview Part 1 - information

Questions about the background of the participant and his or her developmental question and motivation attending the course.

Interview Part 2 – twelve questions

Twelve questions about the uniqueness of either their own organisation or an organisation they are working with and know very well.

Answers will be entered on an Excel sheet and sent to respective participants in advance so that they might correct and elaborate them.

Homework

Participants will be asked to compile a biographical timeline of the development of the company that they lead/own/know very well. (*Format timeline in Excel will be provided in advance*)

Five examples

Participants will be asked to choose five illustrative examples of the products or services of the company that they lead/own/know very well, and which they consider to be exemplary of moments of peak performance of their chosen business or organisation.

AFTERCARE

We will follow up the course a couple of weeks later with a telephone call.

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Outline Two Day Programme

Day 1

Thursday June 21, 2018



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9.00 Welcoming & opening

9.30 Start programme

- Getting to know each other – participants present themselves, their key question and hoped for outcome.
- Overview of the purpose and programme of the course, an outline of how The Twelve B.V. work, the use of the coherent set of twelve unique business capabilities plus the outcomes for our clients.

10.00 Setting the Scene

- A set of twelve unique business capabilities, what is the purpose of defining those crown jewels of an organisation and why? Where are we all at present? What are we facing in the world today?

A brief story of the arrival of complexity, unpredictability and uncontrollability, and the demise of silos management.

- What are we heading towards?

Coherence and wholeness, whole-organisations and sentient leadership, which means a pro-active development of –

- consciousness of unique value-creation capability
 - continuous improvement of capability
 - cross-function, inter-silo and multi-level co-creation
 - creating value and meaning for all stakeholders.
- How do we grow sentient whole-organisations?
 - Engage with keywords such as value-stream, uniqueness, value-creation (and the difference between value and values), capability, peak performance, co-creation, coherence, whole-organisation, purpose, meaning.
 - Focus on differentiation, uniqueness and organisational wholeness.
 - Develop a consciousness of the uniqueness of the organisation.
 - Operate within shared parameters of unique capability.
 - Understand how the set of twelve unique business capabilities sits within an organisation.
 - Understand the relationship between and widely used instruments and processes such as Balanced Scorecard, Lean and Blue Ocean
 - And as a prelude on day two, what mainstream processes are common and being used in your organisation
 - Engage all stakeholders in the process of co-creation and Iterance.

We hope to stimulate a consciousness of the uniqueness, wholeness and co-creative potential of a sentient organisation by engaging course participants in the process of compiling their own and applying it co-creatively within an A2 Compass to one of their own current strategic or organisational issues.

11.00 Coffee break

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11.30 In groups of three – presenting/ refining one participant's definitions

Focusing on one participant with two other participants helping, guided by a facilitator/consultant.

- Reading out the twelve answers given over Skype
- Sharing the timeline of the chosen organisation
- Presenting the five examples of exemplary performance
- Exploring, refining and polishing the twelve answers.

Preferred outcome:

- A rough set of twelve unique business capabilities of the respective organisation, made into one even more refined coherent whole with the help of group-members and facilitator.
- An experience of dialogue and the co-creative process.

12.30 Lunch (1,5 hours)

14.00 In groups of three – presenting/ refining one participant's set of twelve unique business capabilities

15.00 Coffee break

15.15 In groups of three – presenting/ refining one participant's set of twelve unique business capabilities

16.15 Tea break

16.30 The non-negotiables of a well-known brand

Outline description of the twelve domains of the unique business capabilities within which the twelve questions sit, with a brief explanation of the order within the twelve unique business capabilities' frame, and of the different order of the 'storyline' presentation.

All participants prepare a storyline presentation to be done in plenum (no competition) later on in the evening.

Dinner at the venue

Evening: Storyline presentations



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Day 2

Friday June 22, 2018

9.00 Welcoming to the second day

9.15 Start programme

- Ideas from the night, and questions.
- Background information – the history of the frame of twelve unique business capabilities, and a more detailed description of the twelve domains.
- The use of the frame of twelve unique business capabilities and the Core Protocol for identifying the room for development and growth and gaps or blockages in performance, and for evaluating and improving ideas, propositions, strategies, decisions and actions.
- Participants are asked to imagine their own development in leading their organisations sentiently.

Preferred outcome:

Participants feel they have enough to start using their own set of twelve unique business capabilities themselves in one-way or another.

11.00 Coffee break

11.15 In groups of three – compiling an Core Protocol

Compiling a rough Core Protocol evaluating the overall current performance of the participant's chosen company, identifying the gaps or blockages that prevent performance at peak. What is the next step? What is blocking the organisation in its overall growth? What is preventing us from addressing the issue? With whom do we need to co-create? Are we engaging with all stakeholder interests?

12.30 Lunch + walk

14.00 The Iterance process, a business story to incorporate the non-negotiables

A sentient organisation is one that consciously lives its uniqueness as a coherent whole organisation. Such an enterprise can only function efficiently if it pro-actively engages in cross-function, inter-silo and multi-level co-creation. Iterance is a tried and tested architecture and an example of a successful co-creative process within the frame of the twelve unique business capabilities.

14.30 In groups of three – crafting an Iterance process

Using the Iterance architecture to design a process for an action within each participant's frame of twelve unique business capabilities

Preferred outcome: participants live with the knowledge that to grow a sentient organisation and to co-create the future together, developmental processes are required with all stakeholders sharing the same conscious purpose and intention.

15.45 Parked and final questions

16.00 Tea

16.30 Harvest, evaluation and final questions?

18.00 Dinner (optional)

For those who value it, a Certificate.

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Investment

The investment for the course is 2.500 euro, including preparatory interview, workshop material and aftercare and including costs for lunches, excluding costs for dinner and staying overnight in a hotel in Amsterdam.

We are happy to give you recommendations for accommodation.

Please subscribe via the weblink or return the Faxreply form (both on the webpage) to Jaap Drenth, office@thetwelve.eu for us to finalise the planning and confirm the location.

We will send you more information when we receive your booking.

Location DoubleTree by Hilton (Sky-lounge), June 21 & 22 - 2018

The "[DoubleTree by Hilton](#)" is situated in Amsterdam, next to the Amsterdam Central Station. Netherlands TEL: +31-20-5300800 FAX: 31-20-5300801

By car

Oosterdoksstraat 4, 1011 DK Amsterdam. By car the hotel can be reached easily from the A10 bypass via the S114 exit and public parking facilities are available underneath the hotel (Parking Centrum Oosterdok).

By public transport from Schiphol to Amsterdam CS

There are regular trains from Schiphol to Amsterdam Central Station, 15-20 minutes and approximately € 6.

Taxis from Schiphol Airport to Amsterdam CS

It takes approximately 25 minutes to travel from the airport to the rear of Amsterdam Central Station by taxi and costs max € 40,- provided that you make a reservation in advance at

<http://www.schiphol.nl/Travellers/ToFromSchiphol/SchipholTravelTaxi/ReserveSchipholTravelTaxi.htm>

From Amsterdam CS by to the DoubleTree by Hilton by foot or bike

By foot or with a bike the DoubleTree by Hilton can be reached in 5'.

GPS-coordinates Lat: N 52.37671262299962 Lon: E 4.905669093132019.

