



Defining Moments of Leadership with Marsha Acker and the TeamCatapult Team on Collective Leadership



Marsha Acker:

Hi, everyone, I'm Marsha Acker, and this is Defining Moments of Leadership. I am so excited to share this episode with you today. First, today is the official launch of the book *Build Your Model for Leading Change*, and you can find it at buildyourmodel.com. It's a full color, seven-chapter, 336 page guided workbook to help you catalyze clarity and confidence in leading yourself in others.

I had no plans to write another book, certainly not just two years after the last one, but in a sense, they say you write the book that you need to read. And in many ways this book wrote itself in the span of about six weeks last year. I launched the beta version of this last July, and for those of you who read it and worked with it and provided feedback, thank you so much. Those changes went into this full edition, and I'm super excited to put this out. And my intent with this book is that it will sit alongside your journey. It's not just a weekend read, it's a life's work exploration should you choose to explore. The second reason that I'm excited today is this is the second episode in our six-part mini-series on model building here on the podcast. And I have not just one guest today, but I have seven guests with me here today.

My core team at TeamCatapult is joining the podcast today. And folks, this is by far the most anxious I have been ahead of a podcast because we had an intention coming into the podcast to talk about our collective leadership journey over the past two years. So, you're going to hear real vulnerable sharing. This is a walk in our talk conversation. It's a little scary to put it out into the world, if I'm being honest, but our genuine hope is that it will spark ideas for how you might engage with your teams. So, I am thrilled to welcome to the podcast today the core team at TeamCatapult. They are Antoinette Coetzee, David Levine, Kari McLeod, Kay Harper, Kelli Klein, Patti Ciccone, Trish Hallmark, and William Strydom. Let's dive in.

Okay. Welcome to the podcast. I don't know, we might be a little crazy today, but we're definitely going to try an entirely different model. Rather than just having one guest or two guests, I have seven guests with me today. So, there's eight of us here, and I am delighted to welcome our TeamCatapult internal core team. And I'm going to have them introduce themselves in just a moment. But before we get there, we're also celebrating the launch of the book, *Build Your Model for Leading Change* today. And we're pre-recording this, so we all just have recently put our hands on an early electronic copy, so you might hear us referring to that a little bit. In our work with leaders and teams and helping them lead sustainable change and building models for leadership, we work a lot with Agile coaches and helping Agile coaches build their model for coaching Agile teams.

The book has become a little bit like a table of contents for the work that we do here at TeamCatapult. And I think one of the values that we all share is that we don't just do this work with others, but we, in our core, believe that we can't do for others what we haven't done for ourselves. And so, my intent today with the podcast is to share a story of some work that we've been doing internally at TeamCatapult for about the past two years. I think there's no better way to share that story than to hear it from the people who have experienced it and been in it with me.

So, I wanted to bring everyone's voice into the podcast today. You're going to hear us share some personal reflections, some stories, some personal stories to be honest about where we've all been individually, but also where we've been collectively. You'll hear about individual behavioral models, you're going to hear about our collective leadership model, and there's really no playbook for what we're doing here. So, it's adaptive and it's emergent, and I'm super excited to introduce you to the core team at TeamCatapult. So, can I ask you all just to introduce yourselves?

William Strydom: Yeah, we can do that. I can go first. I'm William Strydom. I want to be a coach and leadership developer when I grow up one day, and the people of this school are helping me get there. And that's me.

Marsha Acker: Welcome William.

Kari McLeod: I'm Kari McLeod. I feel very fortunate to be part of this team and community, as well. And maybe just, William, maybe just I won't grow up, and I'll just keep doing whatever it is I'm doing.

Kay Harper: I can go next. I'm Kay Harper, and I'll just say ditto to what William said.

Kelli Klein: Well, my name is Kelli Klein, and I'm the newest member of the team. I do the tech support stuff. It's been an amazing experience so far. I can't believe how lucky I am to be with this group.

David Levine: I'm David Levine. I am delighted to be a member of this group, this team, and enjoy what I do and all the other cool stuff I get to do.

Marsha Acker: Thanks David. Trish, do you want to introduce yourself?

Trish Hallmark: I'm Trish Hallmark, and I work with TeamCatapult in a lot of different variety of ways. And like David said, I just like the work we do.

Marsha Acker: Fantastic.

Antoinette Coetzee: Antoinette Coetzee, and I suppose you can call me the foreign correspondent for TeamCatapult. I do a lot of remote work, and I love working with this team and doing the work that we do and what it does for me and what it does for others.

Marsha Acker: Yes. So, welcome everyone. And we have on the call today, I call it, our core team because in our core team, we are divided between two different roles. So, for those of you listening in, there's the delivery team, which is faculty coaching. So, that's myself and Antoinette, Kay, David, Kari, and William. And then, we have our support team who are really core to the functioning, Trish Hallmark and Kelli Klein and Patti Ciccone. And Patti's not able to be with us today. And then, there are many other folks on our team that make up part of the extended team that are more specific functions that make everything that we do here run and operate. So, just so you understand a little bit of about who's on the podcast today. I want to set some context about why we would even attempt this conversation today. I'll start by just sharing a little bit of where we were as an entity back in about 2019, and we were experiencing a period of growth. And I started to make an intentional decision to expand our core team.

And I'd like to say there was the plan before March of 2020, and then there was the plan after March of 2020. And much like much of the universe, we had to pivot and change. And so, thankfully we had all been together face-to-face in February of 2020 in San Diego for a retreat, and we call them Dance Camps. It's a really intentional place where we deepen relationships and practice. We have this phrase called dancing in the moment. I think that's a part of how we co-lead together, this ability to be in relationship but also responding to what's happening.

And so, during 2020 we experienced a little over about 50% growth in our business, and I think that kind of growth stretches and strains every system in an organization, be it human, technical, paper systems. I just think it stretches and strains, and there were some days I remember almost running out of sticky notes to capture all the gaps that I felt like I kept uncovering at that time. And I also began to observe, what we refer to based on some of the models we use, but observe breakdowns in our communications. I think it's fair to say we're polite to one another. I also think it's fair to say we like one another. Is that true?

Antoinette Coetzee: Yeah, there's deep caring in this system.

Marsha Acker: Yeah, I think it's one of our strengths, and any strength overused can get in your way. And so, my sense is that that started to become one of our challenges. And one of the patterns that I noticed is that we'd have a lot of one-on-ones to sort out misunderstandings or miscommunications. And so, we'd also meet as a group. It just felt like people might be holding back a bit on what they really thought, or that we'd run out of time to fully explore something, or if difference got voiced then we would run out of time to do any resolution to it. And so, it felt like sometimes there were things that got left unresolved.

And over time, unresolved things in a system, and they start to build, right? They become this backlog, if you like, of human dynamics, of things that we just haven't had time. And I think the other thing that certainly was true, for me, is that we were increasingly busy and were finding it really hard to carve out time to meet for more than an hour at a time. And I had reached a point in 2020 where I could not have been more sick of hearing the phrase, "I'm too busy," come out of my mouth. Was I the only one?

Kari McLeod: I barred it from my vocabulary.

Marsha Acker: Yeah. Me too, Kari. And some mornings when I'm at my best, I spend some time in reflection. And one morning I remember waking up and just saying, "This is work that we do for others, and I see what's happening, but we should be able to do this for ourselves." And if I'm really honest, I think there was a bit of shame and feeling like if we can see this but we can't do it for ourselves, then how do we go out and help others. And are we living some farce? Are we talking out of both sides of our mouth? Or, for me, I think there was a feeling of some incongruence about what we were saying, and a real feeling, like, "Why can't we or why can't I fix what's happening? We know how to do this." And it was in that morning reflection where I just said, "Well, yes, but we help others do it."

And it's not that they can't, but I think, in all systems, there's sometimes a real need for a pattern interrupt of someone else who's not in the system to be able to come in and help you see. But not just see it, but I think also create the space where you're able to work with it more. And so, that realization along with contacting external coaches who work with the same models that we do of structural dynamics and dialogue and model building to actually come in and spend the time to work on ourselves.

And I think one of the other things that we realized somewhere in that start was that this idea of two retreats a year was not going to work in a world where it just moved fast. And so, we started to carve out a monthly block of time, three and a half hours the first Thursday of every month. Attendance is not required. We don't record them. It's a come as you are, be who you are, say what's true for you space to grow both individual and collective leadership. So, I think that sets the stage, from my perspective, but I'm curious if you would add anything else.

- Kari McLeod: There was a lot of scrambling in that margin, especially in March of 2020, and then fixing things we learned from that initial shift. But then there was also, so now what? Right? How do we build connection within the system when we have no idea when we're going to be in the room together? And so, for me, these regular, what we're still calling, dance camps, right? These monthly calls are a way for us to build connection and trust within our system in ways that might have seemed more happenstance of being in the room together. And so, we do have to be more intentional about creating trust and creating community virtually.
- Kay Harper: Well, I would say you mentioned the shift of March, 2020, but that was a large shift for our organization. We went from being together in the room working with teams to being online in different geographical locations, and there was a huge lift in order for us to make that transition, which I think also put stress on our system and created situations that were maybe a little bit different than where we had been before.
- Marsha Acker: Yep.
- David Levine: It occurs to me Marsha, that self-doubt about if we can do this for others, can we do it for ourselves, is very much connected to the same kind of self-awareness that comes up in other contexts. If you didn't have that, could you really be as effective as you are to not have those moments of fortifying oneself for the task ahead?
- Marsha Acker: Yeah, that's a great point David.
- Antoinette Coetzee: It feels almost counterintuitive. You are so busy that things are starting to go wrong, yet you have to take the time and spend it on not work stuff because that's really what you are doing. You are spending time on how we are with one another, looking at what's going on in the system from a relationship and interaction and communications point of view. And it felt counterintuitive. But for me it was also, so David, if I think about the self-doubt, it was the perfect opportunity to also experience how, when we do that in a group, how our personal emotions and our personal patterns and beliefs and narratives, how that influences. We think that we mask it and hold it away, keep it away from the system. It's just in your little head where you know what's going on for you? But actually, it colors everything.
- Marsha Acker: I love what we're pointing to. So, if I could just create a moment here of imagine we're on the flip side of doing this work personally, but for a team that might be wrestling with, "Yeah, I can identify. I feel some resonance with the busy year and things piling up." What would you say to them?
- Antoinette Coetzee: You are my people; you are my people.

Kay Harper: It's like your garage or your basement where, if you're not tending to it, if you're not cleaning it, if you're not putting things away where they belong, if you're setting something down and say, "Oh, I'll put it away later," if you don't come in and tend to it, then it becomes this unruly situation that, then, becomes overwhelming to go in and clean or organize. That's the metaphor that comes up for me as I hear you.

David Levine: I can personally attest to the fact that it's much nicer to have a garage that your car can pull into rather than a garage that is full of valuable, useful, someday stuff.

Marsha Acker: David, having just personally done some cleanup in our basement and our garage so that I could pull my car in for the first time in about two years, I totally resonate with that. It's life altering.

Antoinette Coetzee: December is when my car got in.

Marsha Acker: Yeah. Yeah. I'm really appreciating. We're talking about recognizing what was happening for us, and then the tension I think that sits with carving out the time to do this work. And we're talking both about individual development but also collective development. And I think it's probably fair to say that all of us, in some way or another, have the collective coaching work that we were engaging in here together in this process over the last couple of years. But that also, we have a support system and structure in place where we're doing our own individual development, as well at work.

And there's this back and forth of learning about yourself in a collective and how that shows up in a system, and then learning about what's my part that I'm playing in that and how it's just such a recursive pattern. So, in the book *Build Your Model for Leading Change*, in chapters one and two, it talks all about laying down this foundation of being able to see behavioral patterns and have a language for being able to name it in a morally neutral way so that we can see what's happening and shift it. And I remember early on some of our patterns, so for those of you listening, the language that we're using is around structural dynamics. But we had a pattern of being polite and sometimes covert opposition, meaning the voice of oppose. It's not that it never made its way in, but I think we had a pattern of it not always making its way in. And some of our decisions were not always sticky, they wouldn't always stick.

And I know we definitely had, this is not structural dynamics language, but we talk about this in our system, a lot of Groundhog Day conversations. We would just notice we kept having the same conversation over and over again, and we have a fair amount of random in our system and a little bit of something that we can't be with, sometimes I think, around closed system. So, those are wanting there to be autonomy and decision making and a little bit of opposition that I think many of us have, as a system, to closed system, like things are going to be done in a certain way.

So, I think those are some of the structural patterns that we were noticing. I want to open it up for anything else that you might add. But then, I'd also love to hear from a few of you about a story that you might have of how did you notice yourself? And how did that show up in the system and what was happening in the system and the impact on you? So, it's a little bit about would you name anything else in the system, but also what was this recursive pattern for you individually?

Antoinette Coetzee: I think for me what was really frustrating was in our one-on-one conversations, we would have conversations about something that when we all got together, people were then hesitant to mention what was spoken about in individual conversations. I mean, when I go into high stakes, I feel really stupid, which left me feeling really confused and wondering, "Well, am I misreading things or what the heck is going on?" And at the same time, I also noticed that we would revert to your decision making, Marsha, on things that really you were opening up for us. It felt like a general lack of owning our stuff, owning our slippers, and being able to be really forthright with one another out of politeness or courtesy or because we do care a lot about one another in this system. You did not say it or how it would be perceived. You didn't want to hurt anybody. So, there was a lot of that behavior that then you go opt into it, eventually, that was just unproductive.

Marsha Acker: Yeah. Antoinette, as you say that, I think one of the other stories or narratives that we caught sight of in that period of time was that I think we had a collective story around people may leave or be abandoned in that. And through some of our personal work, we talk about in the book, we bring in David Canter's Seven Junctures for Self-Awareness, and one of those is naming your shadow and being in an understanding model clash of being in high stakes. One of the others is Childhood Story. I know for me, personally, I have a childhood story around being left. And so, for me, one of the things that was happening in some of those examples that you're giving is that the stakes would also rise, and I would cause me to hold back.

Trish Hallmark: What I was going to share is I've been sitting in this recording for the last, what, 10, 20 minutes. And I've not said a word and I've wanted to, and I find myself going back to the old behavior. And so, the reason I'm sharing this is as a team elevates to this new profound level of evolvment, don't be surprised if you slip back to the old behavior because here I am doing it, and I think there's something to be learned just by doing this recording, this podcast recording, which is not something I expected. I expected to say something really profound for your listeners, and I'm sitting here just sharing this little evolution that I came across.

Marsha Acker: So, Trish, I'm really appreciating, and I think it is profound, in the sense, that if I'm really honest, there's a point in my life where I think when I was very first introduced and understood this concept of coaching that I got a little hooked on, "Oh, well, if you learn those skills, then you'll be masterful at them all the time," and that problems will go away. And there was this sense of like, "Ooh, I

can go off and retool myself, and all the issues and problems and challenges of leadership will go away." So, that's not true, for anybody who might be wondering that. And I think, Trish, what you're giving voice to is while we've been doing this, and I think we are in a really different place than we were a couple of years ago, it's a practice.

You're always susceptible to, what we call, retrenchment, going backwards, you fall back into patterns. And I think the difference, though, is catching sight of it faster, being able to name it, and then instead of sitting there with it, one of the things that we do, which I think you've just done here on the podcast, is we name it. And I think there's something really helpful and transformational about just the act of naming it. So, thanks. Yeah, we're in this space. I'm appreciating both of the stories because we're in this space of individual, collective, individual, collective. It's always the back-and-forth dance.

William Strydom: And for me, both sides can get messy, which is okay. I mean that's part of it.

Marsha Acker: What is messy, William?

William Strydom: We can do our own work, and we need to do that. And then, there's also the work that needs to happen in the collective. Because it can't just happen on the personal side, or you alone can't always just do that. There is how does it change when you do this in the collective? And it could be two people, it could be a bigger group. In our case, we oscillate between, what is it, eight to 10 people when we are in those conversations and there's a lot of growth that happens there, a lot of feedback that happens there. And the reflection and change that, for me, was happening, instead of, "Oh, it happens through reflection and weeks at a time," it becomes, "Oh this is sometimes now happening in the moment."

Not always, but sometimes. So, all of a sudden, we get to the point where, "Oh yeah, there. I'm back in high stakes now," because somebody just said something. But now you recognize that in the moment, and it's happened to all of us from the left, I'm hearing you. And all of a sudden, we can go, "Okay, how do we bring the stakes down?" Not just for myself, but starting to recognize it in others and how we are there for each other and how do we help each other. And doing it in those calls on Thursdays helps us, then, when we are doing training or team coaching or wherever else we are doing it becomes easier.

Marsha Acker: I want to pause. Because in the book, we talk about the Cantor Seven Junctures for Functional Self-Awareness. And if you're following along, it's on page 96 and 97. But juncture five is knowing your behavior in high stakes and taking responsibility for your shadow. And so now, we've said it a couple of times, one of the things, though, we hear a lot is what the heck is high stakes? So, how would we define it? So, William, you started to give an example of it, but what is it? How would you tell someone about it?

William Strydom: Some people will refer to it as that deer in the headlights feeling where you froze, and your blood pressure goes up, sweaty palms. There's some physical reactions sometimes. Other times, it's just a little bit where there's this butterfly in the stomach, things like that. That might be medium stakes. For some people, that might be high stakes already. So, there is some where do you recognize it? And for me it, I recognize it in my body depending on the context. Sometimes, it's the little crick in the neck happening, as well. So, it's different things that it manifests. But it is, then, where I go, "Okay, now I've gone into high stakes." And like Antoinette was saying earlier, for me, now I might be a little unskillful or probably a lot unskillful, and I might not even recognize it because then you go a little bit, like we say, into your shadow side where you're not in full control or as skillful as you want to be. But I'll invite others to add, share, change what's there for you around this?

Antoinette Coetzee: I start interrupting people. Or I start really wanting to try and get a word in because this thing is going off the rails now. So, somehow, we are going to make a decision here or we are going to create something that's somehow not gelling with how I think it should be or I think there's a risk in it or something. So, that's, for me, medium stakes already. And I think that, as coaches, we train so well, coaches and facilitators, we train so much to suppress that, to feel it and immediately do something about it, to manage it away, that it was a whole journey for me to realize that, actually, I am in at least medium stakes are a lot of the time.

And once you discover that, well, then you can start looking at "Okay, what gets me there?" And then the work can begin on an individual level. But acknowledging that in a group like this was hard. For me, it was really hard. I am used to coping. My shadow is the survivor. You throw anything at me, I will make it work, I will cope with it. And now, to stick up my head and say, "The stakes have just risen for me," was really, that was development by itself.

Marsha Acker: I really appreciate that story. Antoinette, is it any different today?

Antoinette Coetzee: So first of all, my recognition of when my stakes rise, that's much better. I don't realize it, and in the same time take action to it. Even in my coaching, when I'm not with the team, when I'm not with you guys, in dance camp, it's an indication for me. It gives me more information about what's happening for my coachee, or what's happening for the group of people. So, that's the first thing that changed, my awareness of when the stakes raise. And like you, William, my body is also a really valuable indicator for me.

And the other thing, as well, is the practice of saying and acknowledging to the rest of the group that something that you've just said has just raised the stakes for me. That has become easier because what I was scared of in the beginning, "What you've just said has raised the stakes for me," could sound like I am somehow attacking you or disagreeing with you. That has, over time, been proven again and again, and now I get actually a little bit emotional. Thank you, people, again and again and again that, okay, I don't get kicked out. So, yeah,

that has brought real development for me and hopefully it is useful to the system, as well.

Marsha Acker: One of the things you're making me think about is the container work that we've done. And in that container, I think one of the things, it certainly has been my personal experience, is that we collectively have had to test this narrative that we had, a collective narrative, that if you piss someone off, you'll either get voted off the island or you'll be asked to leave or people might dislike you greatly or you might make an enemy. I think some of that might not have been true for every person, but I think it's certainly been at our collective space. And I shared a minute ago that's definitely true for me.

And I think part of our container building, it's what you're pointing to, Antoinette, has been to test it. So, just a tiny bit. I'm still here and people are still talking to me, and the stakes might rise a little bit more and it gets tested again. And I think there's something about the nature of perturbing a narrative or perturbing the dynamic or the story and testing it out and then writing a new narrative, proving that that assumption that I'm making in my head actually isn't playing out in reality. So, it's one of the things that has certainly grown me, and I have a deep respect for you group of humans for that.

Kay Harper: Well, I think now we are much more aligned and we're aligned around a shared vision, shared purpose. We co-created it. It's not something that was given to us, and because of that, it feels like we're much more connected and bought in and able to support one another.

Marsha Acker: Yep. One of the other aspects of self-awareness has been doing work on, what David Canter calls, Childhood Story. That's part of juncture four. We've done work, both individually and collectively, around that, as well. There's a lot of conversation, I know, that we've all collectively been in, both in our system but also just in the larger world, around work versus personal and dividing yourself in half and you leave your personal stuff at home and you bring your work stuff to work. And even sometimes, the notion or the phrase of talking about Childhood Story at work, I'm certain raises for listeners, like, "Wait a minute. This isn't therapy." Or, "You're not my family or my therapist." I'd love to hear a response, maybe from a couple of you, about why. Why would you talk about those things with people that you work with? Why would you even carve out the time to do it?

Kari McLeod: Well, one of the reasons is it creates a deeper way of knowing one another, right? And we have all this talk about building high performing teams, but it starts to feel very mechanistic when you haven't experienced the deeper knowing either all the way down to childhood story deep, or even structural behavioral preferences deep. It's feels superficial and mechanistic to, "Oh, well, we're going to build Lego blocks. We can build a high performing team, we just have to get the right Lego blocks in place, and there. It's done." And it's like, "Just nobody step on it," because we all know the Lego pain scale, right?

Zero to stepping on Lego. And that Lego can be pretty solid, but if you step on it the wrong way, the structure will break. Even in my own one-on-one coaching work, working with a client who said, "I know myself really well. And when I feel this way, I know there's no going back." Well, I make up, there's some deep childhood story there. That was a pattern set a long time ago. Well, now I'm not there to fix it, right? But there's no fixing that high stakes feeling, the high stakes behavior, the I know there's no going back if we can't peel back and look at where does that come from, and what's happening for you when that shows up?

Marsha Acker: I think that's great. We're dancing around this. We've been talking about our personal model, our collective behavioral model patterns that we noticed with that, and now we're in this space of personal. And so, one of the other models that exists in the theory of model building is the Model for Living. And we haven't talked a whole lot about that. But David, I just want to bring your voice in a little bit because as you entered the system, you also did quite a bit of work on your model for living. Do you want to say just a little bit about that?

David Levine: Sure. So, at my defining moment of leadership, I guess, was when I realized that my chronic health condition that I was going to be living with for the rest of my life coincided with my introduction to work with TeamCatapult. And working with the group in dance camp has been really helpful in terms of refining my model, which had really been based on my personal life and my work life, and has evolved into a three-part model that involves my work life, my personal life, and my health life. In the past, I'd always been healthy and vital and took my health for granted. And with this new condition, I used to be a road warrior and traveled a lot, and now I'm much more balanced. And TeamCatapult's an important part of that.

Marsha Acker: One of the things in Model for Living is looking at and examining that balance between my professional world and my personal world and are they in the balance that I want them to be in? Or are they out of balance in some way? So, yeah, that's fantastic. Thanks. So, we've been talking about dance camp a little bit of what it was like for us to be in it. I think we are in the process; I don't know that we'll ever be done, but I think we're in the process of building our model for what collective leadership looks like. I don't think it exists. I think it is emergent. I think there's no playbook that we're able to pull from that says, "When you discover this challenge, now do this." But I'm curious, maybe one or two comments, about what you all see or think about that collective leadership model.

Kay Harper: And if you're not pausing to work on how you're working together, you're never going to learn, you're never going to improve, and you're never going to get to the place that you want to get to.

Marsha Acker: Yeah. We're pretty big advocates for doing this work. Is there a danger in it, in doing the work?

Trish Hallmark: Sure. I think there's a danger. I think it could have gone sideways. I think the real danger, though, is in not doing it, and not doing it and letting the high stakes step in, and letting us find each other's struggles and voices.

Marsha Acker: Yeah, that's fantastic. I'm noticing our time, and I'm having this experience that I feel like I could go for maybe another hour. What I'd love to just create a little bit of space for is like any final thought in part or insight or advice that you would want to share directly to leaders all over the world who might be listening in.

Trish Hallmark: Read the workbook. I'm serious. When I read the beta version, that tipped it for me. I don't think people realize how much they need it till they open it up and start reading it. So, there's my shameless plug, but I'm going for it.

Antoinette Coetzee: I want to say to, especially the leaders out there who care about people, kitchens that they create, the containers that they build, and the organizations are important, but they're people who know that the development of their people and who notice that things are not working. It's painful, and it requires real courage. But to take the time to work with it, the thought that comes to mind, Deepak Chopra always says his brother has a quote that says, "If you don't have an hour a day to meditate, you need to meditate two hours a day." If you don't have the time to do this work, you need to make twice the amount of time that you need to do this work.

Marsha Acker: Nice. All right, folks, I have loved this conversation. I feel like there's maybe a pathway here for more. We end every podcast with a series of speed round questions. And so, because we're seven people today that are going to respond, I'm going to cut back the questions. But here's what I want to do. I'm going to offer up a phrase, and then I'm just going to call on a couple of people to respond. So, are you ready? Leading change is. Kari.

Kari McLeod: I'm going to pass. I need to think about it.

Marsha Acker: Antoinette.

Antoinette Coetzee: Odd, and very, very rewarding.

Marsha Acker: William.

William Strydom: It's like herding cats, but the scratches aren't that bad.

Marsha Acker: Kelli.

Kelli Klein: Yeah, that's good.

Marsha Acker: Trish.

Trish Hallmark: Leading change is courageous.

Marsha Acker: David.

David Levine: Leading change is never the same and always valuable.

Marsha Acker: One thing people get wrong about changes.

Kelli Klein: That it doesn't happen, and its other people's fault.

Marsha Acker: One thing you wish for leaders today.

Antoinette Coetzee: Self-compassion.

Kari McLeod: Courage.

David Levine: Good sleep.

Marsha Acker: Do you ever have the sense where you're thinking something and then someone says something, and you go, "I wish I'd thought of that." That happens for me all the time in these one sentence quick responses. So, so rich. I wake up every day with an immense amount of gratitude that I get to come to work and spend my day with you people. Thank you for being here. Thanks for telling the story of your own personal journey, our collective journey. I am so grateful to get to grow my own leadership with you every single day. So thank you. And we'll talk at some point, maybe again on another podcast. So, be well. Thank you.

I hope you enjoyed our conversation as much as we enjoyed sharing it with you. There is a whole other podcast episode that ended up on the cutting room floor. So, if you found this valuable, let me know. We might do more in the future. In our conversation today, you hear us explore how we engaged in creating our model for collective leadership. And we aren't done by any means. We're continuing the process. But one thing that I can say is that it feels very congruent with our values and our work, and this is us walking our talk. You also hear us refer to two models that sit underneath all the work we do at TeamCatapult, and there are structural dynamics from The Theory of Face-to-Face Communication from David Cantor. We use this to give us a morally neutral language for naming pretty much anything that's happening in a conversation at the moment, the patterns, what's working, what's not working, what's getting in our way.

And I have no idea how we would do the level of work that we've done collectively and individually without that language. I can't turn it off anymore. It is so key to how we think and work internally, but also how we work with others. And the second model and practice you hear is that of dialogue, the art of thinking together. And we combine these two to inform all of our work, both the work that we do for others, but also the work we do on ourselves. There are

lots of ways to grow individual leadership, but individual leadership done alone or outside of a system as just that. It's individual and it has a cap. There's only so much personal growth that can happen working with an individual coach or getting feedback. And I'm not knocking those processes at all, but I invite you to think about the cap that's on it in terms of growth.

We hold that individual work done, alongside the systems level coaching, is what creates a space for deeper shifts, in both development and thinking, that happen when you do the work together. I might think that I'm doing just fine on some of the things that I'm working on, but there's nothing like showing up in a system and me getting feedback that what I'm doing doesn't match the intent that I'm bringing and is also creating high stakes for others. Or it's just plain not working for this moment in time, and that I, then, have a piece of that puzzle that I need to own. And then, we also all collectively have a piece of that. So, I hope you enjoyed the conversation. If you'd like to order the book, you can do that today at buildyourmodel.com. If you're interested in engaging in this level of leadership and team development, reach out to info@teamcatapult.com.

We would love to have a conversation with you. And if you're interested in learning more about structural dynamics, we offer public programs for coaches and private programs for leaders in leadership teams. So, you can reach us at info@teamcatapult.com to schedule a call. You can find all these links in the show notes at teamcatapult.com/podcast. I so appreciate you being here. We have more exciting episodes on model building. I can't wait to share those with you. Super excited. Keep growing your leadership range and defining your own model for leadership, living, and change, and I'll see you next time.