



The power of people performing at their peak is unmistakable. So is the grating of a team effort gone wrong. We help leaders excel so their businesses can too

# INTEGRATED LEADERSHIP COACHING

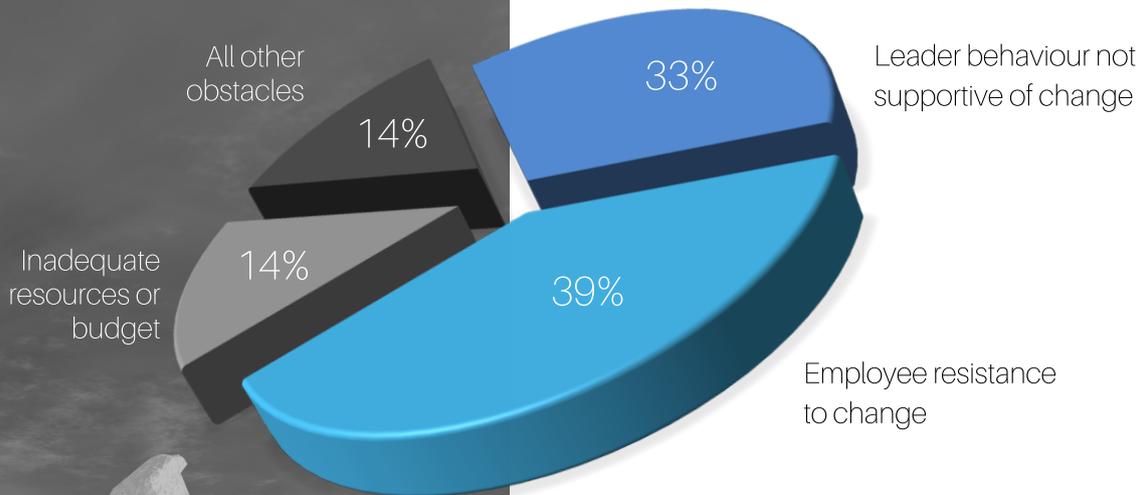
FOR ACCELERATED ORGANISATIONAL SHIFT



**Lime**  
THE LIME GROUP



# 70% of change efforts fail due to leadership and culture issues



Most leaders focus on Level 1. Sustained change requires Level 2 and 3 interventions

## Visible

Strategy  
Goals + Measures  
Action plans  
Roles

## Level 1

Most organisations expend the majority of leadership time and attention on Level 1 work. Strategy, goals, roles, etc. are all important. But **fall far short of being sufficient to drive sustained performance improvement**. Because they are the most visible elements of organisational functioning, it is easy to mistakenly believe they are more powerful than they are.

## Murky

Environment  
Culture  
Operating model  
Decision processes

## Level 2

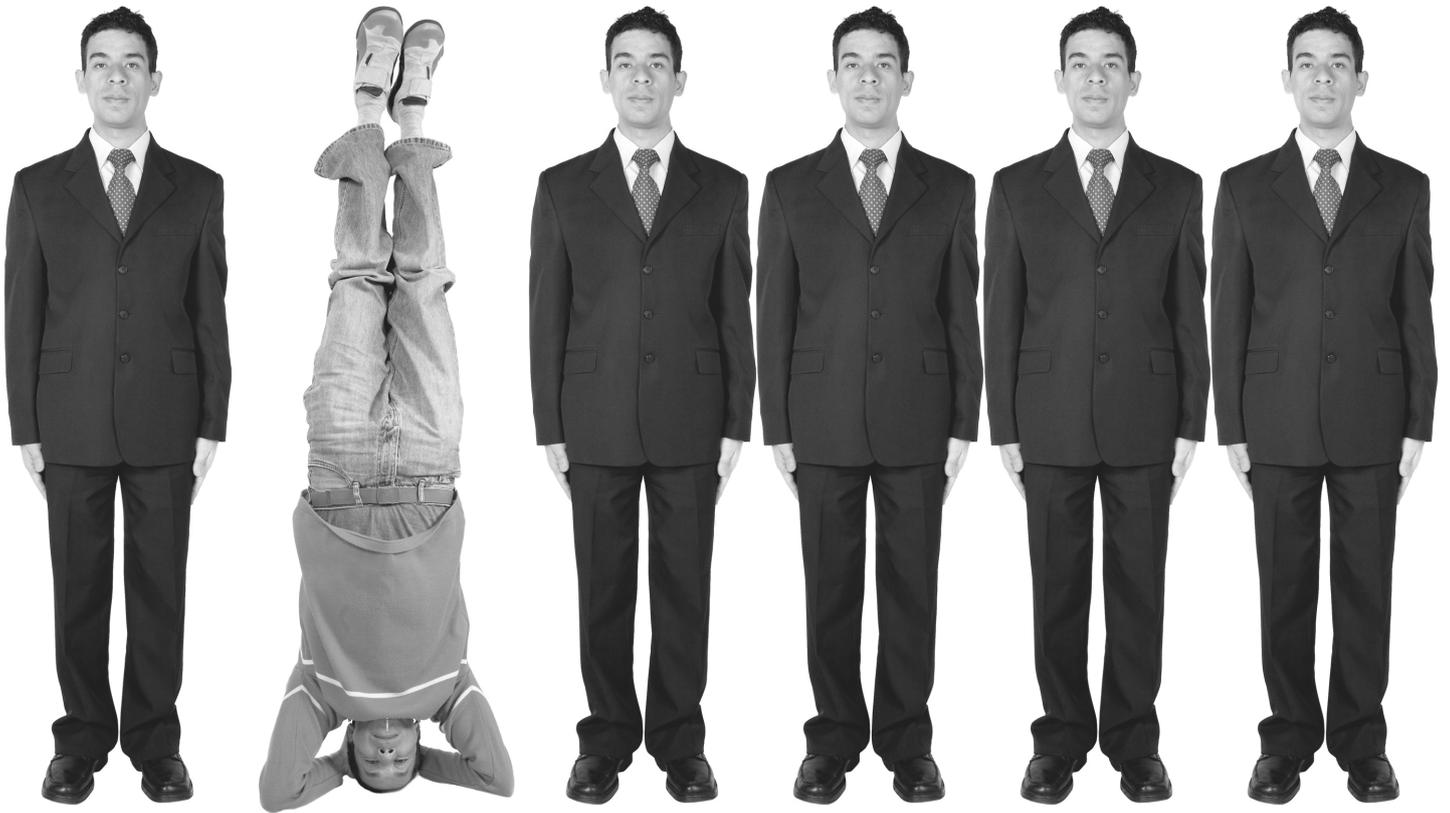
Level 2 elements shape how decisions get made and how work gets done. Together they provide the context and understanding to **enable (or hinder) groups of people to work together towards shared goals**. They impact empowerment, engagement and alignment.

## Hidden

Values  
Mindsets  
Trust  
Relationships

## Level 3

Level 3 elements are **the core drivers of performance**. They are the powerful, underlying factors that drive behaviour. They either enable or block change efforts. If Level 2 and 3 elements are not healthy, no amount of Level 1 effort will produce strong performance.



## Focus on leaders first because you can't transform an organisation further or faster than its leaders

Organisations don't change, people do.

To improve organisational performance requires enabling, refocusing and supporting change in the people who are the lifeblood of the organisation. Leaders must be able to inspire their teams to step out of their comfort zone; to envisage new possibilities; to go beyond what is 'required' and create what is possible.

The expectations of leaders today are high. Sky high.

And leaders must be willing to leap into the unknown first.

If people don't see their leaders change first, the chances that they will take the leap themselves are slim. Therefore, a leader's ability to affect change across the organisation depends on their ability to effect change within themselves.

Research from Harvard Business School and others shows that leaders frequently fail to live up to their personal and organisational expectations when taking on new roles because they've honed their skills but haven't learned to think in new ways.

Lime helps leaders think (and act) in new ways



The key to enabling new thinking and new behaviour patterns is neurological shift...

Shift at the level of mindsets

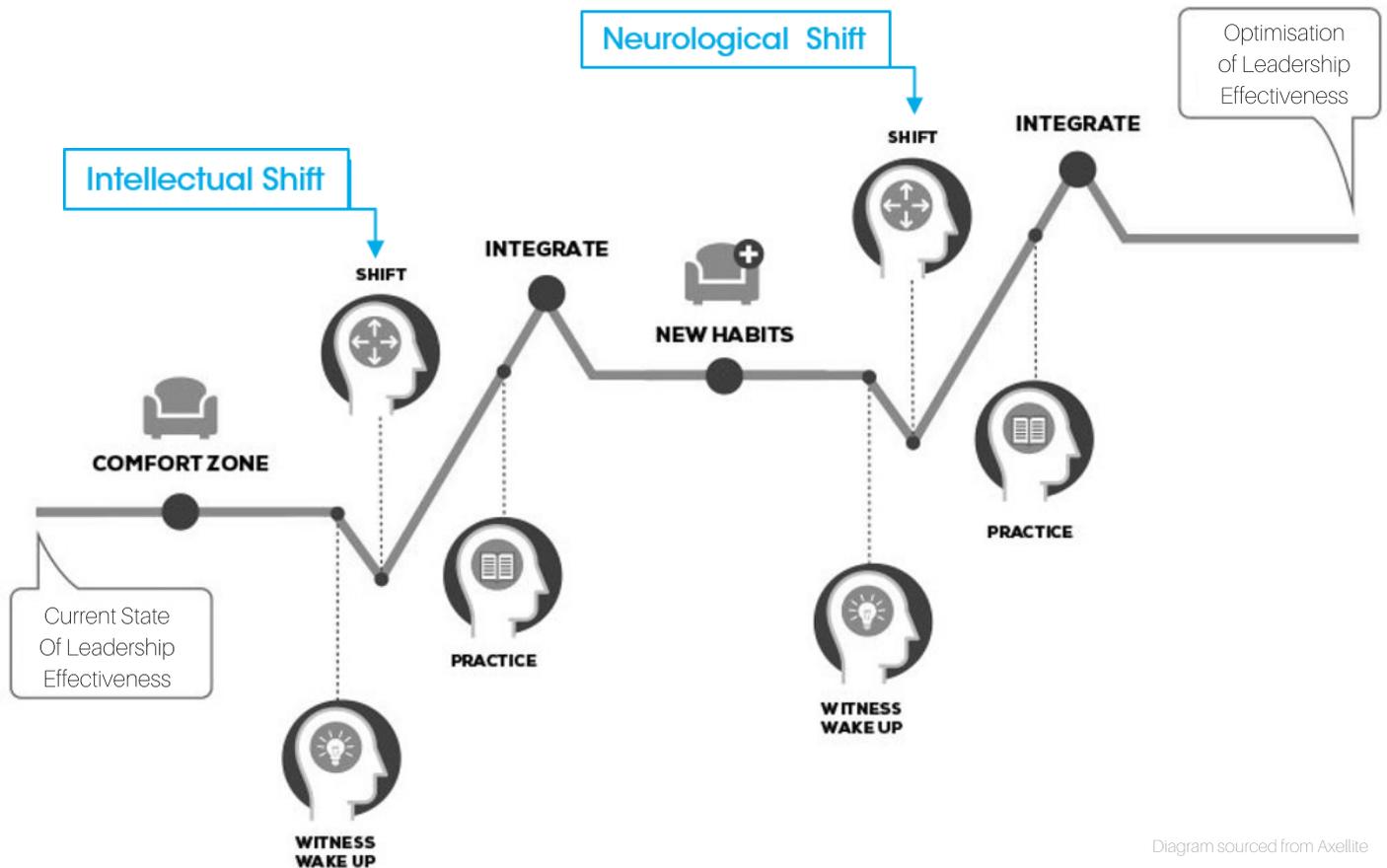


Diagram sourced from Axellite

Intellectual shift happens when a person learns new information that they understand to be important. Even if they are motivated to take action, they often don't know how. Mass change efforts like pulse surveys, communications about values and enforced action planning create intellectual shift.

Neurological shift happens when the needed change has been integrated into a person's mindset, daily actions and image of themselves. It requires engaging the intellect, the emotions and motivations, and the repeated actions together (head + heart + hands). Neurological shift drives personal and professional transformation.

The connections between the emotional drivers and anchors, and the specific shifts needed, are unique to each individual. Even in large-scale change efforts. Coaching delivers neurological mindset shift due to its targeted, consistent and rhythmic change support. Coaching works. Research shows that it delivers returns of up to 700% on the original investment.

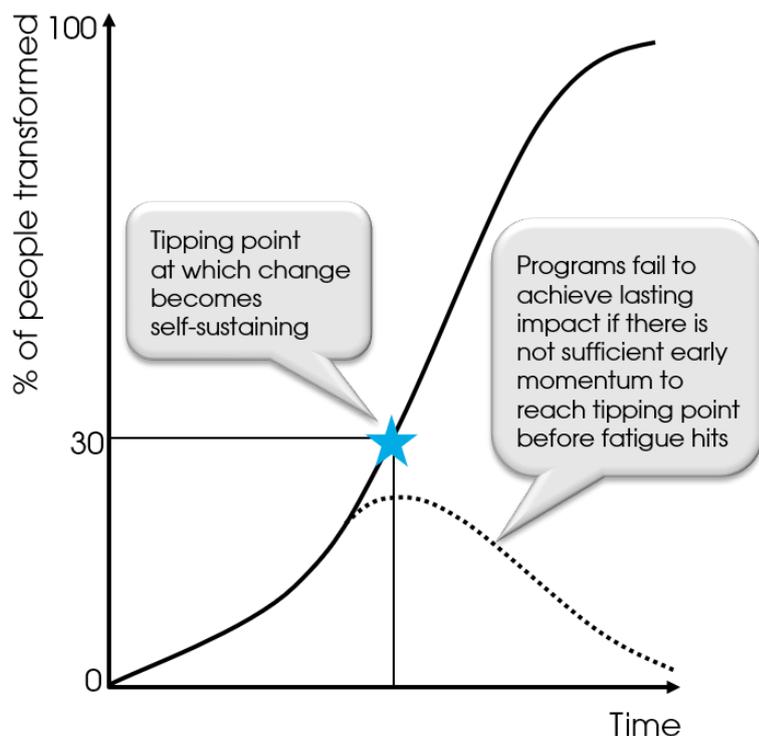
How can we enable neurological shift at scale?  
We're glad you asked...



# A different approach to coaching creates a catalyst that accelerates self-sustaining change at scale

Team Coaching + Linked Goals + Systemic Nudges

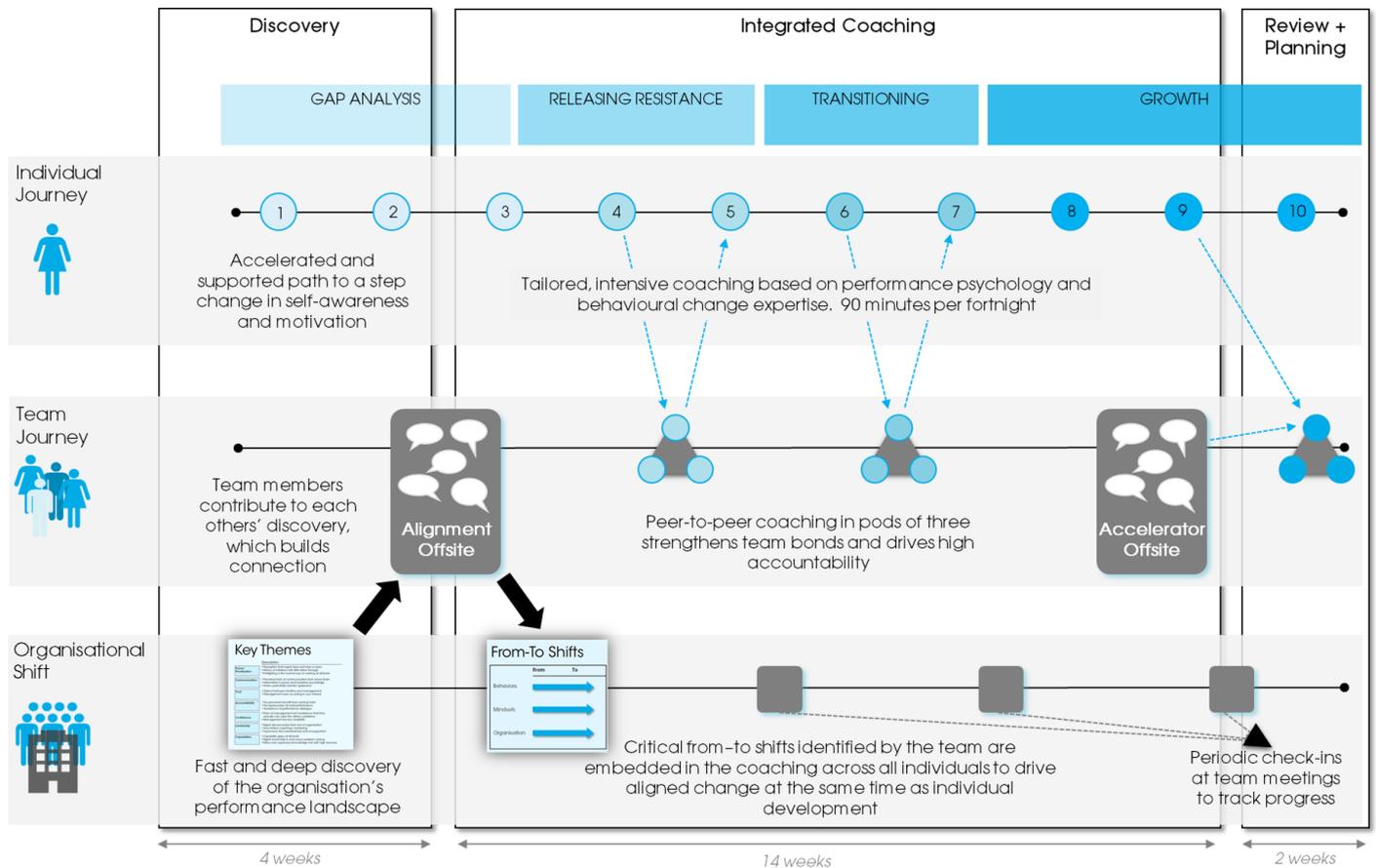
- ✔ Coach leaders first - the top team or a team of influencers from the body of the organisation
- ✔ Coach the whole team in parallel. Each leader gets individual support from their coach, and at the same time gets the benefit of the learning and shift happening in the team members around them. Team coaching creates synergies that increase accountability, lift motivation and supercharge development
- ✔ Link individual motivations to organisational goals. The highest leverage point for organisational transformation is the intersection between deep individual insight and mission-critical organisational imperatives. It requires the combination of coaching + consulting expertise that Lime has to identify the right links, and then enable aligned progress towards individual and organisational goals
- ✔ Commit 100% from day 1. Coach at a high level of intensity for the first four months in order to achieve the momentum needed to reach the tipping point at which the performance benefits will scale across the organisation



Studies in sociology, epidemiology and behaviour show that when 30% of a population adopts a new behaviour (or is 'infected'), a tipping point is reached. At this point the change/ infection becomes self-sustaining because:

- ▶ New behaviours and thinking are supported by the system
- ▶ Change feels inevitable within the organisational psyche
- ▶ Everyone in the system can be reached by the 30%

# Lime's integrated coaching approach creates a mindset shift in the individual + simultaneous systemic 'nudges' within the organisational psyche



## Lime's Coaching Values

 **'Inside-Outside' Effect**  
Work systemically so that the individual, the team and the organisation benefit simultaneously

 **Eye-Popping Questions**  
Ask potent questions often

 **Deep Impact**  
Create deep impact by working at the level of mindsets, removing blocks and revealing true potential

 **The Provocateur**  
Be the voice that challenges with ruthless compassion

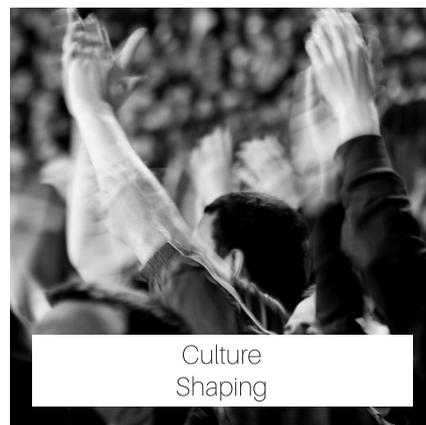
 **Play Like You Mean It**  
Play, experiment, fail - do things that scare you to spark learning

 **Magnify Possibility**  
Hold the possibility for others until they can hold it for themselves

 **Create Shift**  
Create 'shift' at surprising velocity

We make the invisible visible...

... to enable leaders to unlock high performance in their people and organisations



Today's organisations are dramatically different than they were just a few years ago. They are flatter, faster, more complex, and more distributed, yet demand more collaboration. They are relentlessly re-organising in pursuit of competitive advantage. This is the new normal. Yet senior leader mindsets on what it takes to enable high performance have not substantially shifted. Yesterday's thinking won't beget tomorrow's results.

We think differently.

Lime is a global team of culture and organisational behaviour experts. No one has ever called us ordinary - approaches used or results achieved. A big statement, we know. We invite you to make us prove it.

The advisor plus coach was a formula that worked extremely well. I was shocked with how fast and how profound the effects were on my thinking, awareness, and emotional state. To this day, the work with Lime has changed how I view myself as a professional and leader.

**Michelle Tea**  
Services Director,  
Microsoft Australia

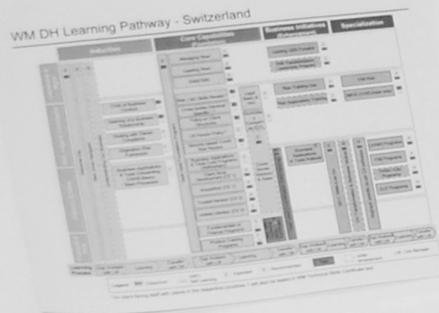
Lime's approach is quite different...the coaching is all about helping individual leaders and the organisation to develop together. Simultaneously, I have been deeply understood personally and assisted in enhancing the culture around me.

**Renaud Besnard**  
Director of Marketing,  
Uber APAC

Lime is a rarity in this crazy business world of ours. They understand the complexities and details of businesses, yet are gifted in grasping the people dynamics and behaviours that are what actually drives the success or failure of companies. I plan to work with Lime many more times in my future.

**Jackie Yeany**  
Chief Marketing Officer,  
Ellucian

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Category	Value	Target	Variance
Revenue	1,200,000	1,150,000	50,000
Profit	300,000	280,000	20,000
Costs	900,000	870,000	30,000
Market Share	15%	14%	1%

Item	Q1	Q2	Q3	Q4	Annual
Product A	100	120	150	180	550
Product B	80	90	110	130	410
Product C	60	70	80	90	300
Product D	40	50	60	70	220

Region	Revenue	Profit	Market Share
North America	400,000	100,000	12%
Europe	350,000	85,000	10%
Asia Pacific	250,000	60,000	8%
Latin America	150,000	35,000	5%
Africa	50,000	10,000	2%

Year	Revenue	Profit	Market Share
2018	1,100,000	250,000	14%
2019	1,200,000	300,000	15%
2020	1,300,000	350,000	16%

How do you  
look?  
SUGGEST  
Would it help  
if...?  
ELICIT IDEAS  
What would  
help?  
RELATE TO OTHERS  
Do you think  
other people  
have the same  
issue?  
CHUNK  
What need  
get done  
next?

