

# INSPIRED, PURPOSE-DRIVEN TEAMS

Leader Summit

Jen Grace Baron | Co-CEO + Chief Growth Officer, InspireCorps

Peter Boyd | Founder, Time4Good | Senior Partner, InspireCorps

An aerial photograph of an industrial facility, likely a refinery or chemical plant, taken at dusk. The scene shows various structures, pipes, and storage tanks. In the foreground, there are several large, cylindrical storage tanks. In the background, there are more complex structures and a body of water with some barges or ships. A white rectangular text box is overlaid in the center of the image.

# Kick-off

**David Hochberg**



# WORKSHOP SUMMARY

## Personal Leadership

## Team Leadership

## Wider Company and System Engagement

Dates <i>(Suggested tbc)</i>	Thurs October 28th	Thurs Nov 4 <sup>th</sup>	Thurs November 18th	Thurs December 9 <sup>th</sup>	Thurs January 6th	Thurs January 20th
Time	Normally 7am CT, 8am ET, 2pm CET, 8pm Singapore, 10pm Sydney					
Duration	45-60min	4 x 2hr				45-60min
Focus of Session	Intro People, Framework(s) + Pre-work	Self	Self (DH in Minnesota?)	Team & Macquarie-wide (DH in Geneva)	Creating Change: From Self to System	Wrap-up / reflection / celebration (& new-year accountability check-in if Jan date preferred)
Example Tools and Key Elements	<ul style="list-style-type: none"> <li>• Intros: to people</li> <li>• Intros: to concepts</li> <li>• Norms</li> </ul>	<ul style="list-style-type: none"> <li>• Intro to Purpose-Driven Leadership: From Purpose to Performance</li> <li>• Listening skills</li> <li>• Purpose mapping and Connecting Work 'Rocks' (SharePoint)</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing PDL – Individual</li> <li>• Leader Summit</li> </ul>	<ul style="list-style-type: none"> <li>• Personal &amp; Team Values</li> <li>• Dealing with human vs market adversity: Ladder of inference, SBI Feedback</li> <li>• Influence from Full to min control: Johari, Skill-Will, Stakeholder Matrix</li> <li>• Team – Purpose, Priorities, Potential and Performance</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Shift Positive 360 results</i></li> <li>• Work on One Page as enduring tool (co-led with David H)</li> <li>• Time (what's over/under)</li> <li>• [Intro to system thinking]</li> </ul>	<ul style="list-style-type: none"> <li>• Team reflections and look forward – and requests for help</li> <li>• Where has change been positive</li> <li>• Where do we still need to focus?</li> </ul>

# Welcome Back

## 1. Diversity & Identities – Bring it in

Diversity of people and ideas is proven to breed innovation, resilience & excellence. It's actively encouraged here (and to seek it in your work and life *outside* this room too!). Identities that are important to you are important here

## 2. Inclusion & Subtleties

If you need anything said or done to make you feel **truly welcome**, please let us know and please use the 'chat'

## 3. Be Kind and Be Present:

Pen(s!) and Paper - no competing screens please;  
please be 'in' or 'out', no half-way on text



# Today

**Check-in and Review  
Purpose-Driven  
Leadership Outputs**

**Leader Summit**

**Preview of what's next**



# Purpose-Driven Leadership

**PURPOSE**

*Questioned + Confirmed*

**PRIORITIES**

*Clarified + Personalized*

**POTENTIAL**

*Visualized + Vivid*

**PROGRESS**

*Illuminated + High-Performance*



# PURPOSE

Questioning and  
Confirming Why

NAME

DATE

## Your Fork

a) Why did you decide to be here?  
Why did you choose to be at this particular fork in the road?  
At Macquarie and more generally

b) Why do you think you're a good person to be here?  
What attributes have you brought to this fork?  
Why were you hired / why are you good to have around

1

## Your Horizons

a) Why are you excited about where you could be in 5-10 years?

b) If you knew you only had a few months left here, what would you ensure gets done & why?

2

## Your Inner Engine

a) When are you in flow? What activities cause you to forget to eat + drink? and if you can, describe why  
i) at work ii) at play iii) back in childhood

b) Why are you here?  
...for "your one wild and precious life" (Mary Oliver)

3

## Your Impact...

e.g. I believe in...

I want to bring X to do/create Y

# Notes

- 2b – Mateusz / Josh /
  - artificial deadline, on this planet / legacy, became emotional
- Life like a basketball
- Dan – 1a – why am I here – this career can be transitory – it's about the people and the culture – dynamic business
- David and Lars - Needed a beer and another 30min. 2b. Also like:
  - 1a: here for 10; left for 7; wanted to come back – good and smart people; trust leader; solve problems; make money
  - 3a: anything high stress / dialed in solving problem; a.2 adrenalin outside a.3 sports + maths / trig
  - Lars on 1a: everything stems from this. Safe environment (too safe?) smart people

1a Penghai + Eng Hoe

1b Dan + Aarnoud

2a Vernon + Peter Taylor

2b Mateusz + Josh

3a Jennifer + Jason

3b David + Lars





# PRIORITIES

A Powerful  
Mental Model



# PRIORITIES

Clarifying and  
Personalizing 'Rocks'

NAME \_\_\_\_\_  
DATE \_\_\_\_\_

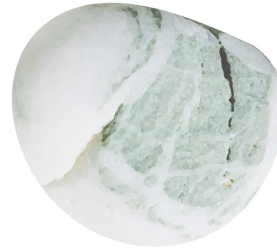


---

---

---

---



---

---

---

---



---

---

---

---



---

---

---

---

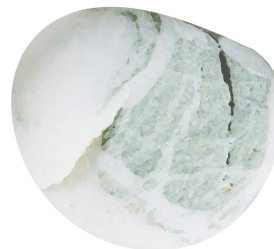




*Strong, Committed,  
Creative*

**Team**

- Past Tense – “Toastable” Sentence(s) you want to be true
- Think both Concrete / Quantitative (eg numbers) AND Vivid / Qualitative (‘champagne moments’)

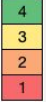


# PROGRESS

Connected & Illuminated  
Life on one page

NAME  
DATE

**Purpose / Impact:**

Priority Area (‘Rock’)	Defined Success by [date 12+ months out / end of project]	Priorities to [eg date 7-30-90 days out as required]	Progress (Rating + status) as of [date today]
[Rock ]	[Potential]	[the bridge]	[current status] 



# PROGRESS UPDATE

Progress  
on one page

NAME  
DATE

Priority Area (‘Rock’)	Progress as of [date today] – Progress since last meeting	Priorities to [eg til next meeting]



# Groups for Today

## Group 1

Andy Page, Dan, David

## Group 2

Lars, Josh, Jason

## Group 3

Jen, Eng Hoe, Penghai, Aarnoud

## Group 4

Mateusz, Peter, Vernon

**1min of quiet - mark/circle the 'Rocks', 'Defined Success' you would like to share  
8-10 min - Share...and listen for what resonates and what's 'toastable'**



# Thoughts

Group	Rocks that Resonated	Potential / Goals
Andy, Dan, David	Family, Work, Friendships, Wellbeing Wellbeing	Fam: Designed our new home. Planned & made it to a family vacation. Joined a new church Well: Exercised X times per week. Family got to church $\geq$ x times per month. Registered for a community event
Lars, Josh, Jason	Family (most of the time on that)	Time felt balanced - kids, exercise - my wife agreed.. Went on a bender every Wed. Took my wife out once per week. $\geq$ x days per week exercise.
Jen, Eng Hoe, Penghai, Aarnoud	Work - similar drive	Went beyond the P&L - Partnered within and beyond the team. Made money, Built connections, Developed people around us - Created a virtuous cycle. Identified and mentored 5 people for 1x1 attention - to enjoy work and life
Mateusz, Peter, Vernon	Family, Work (Magev, Friends, Learning)	Developed the business. Got promoted! Built out the business - a physical business. Wife found a career she enjoys and restored even partnership. Wife and daughters set up for success
David		Fun and uncomfortable to do. Made family and friends a priority. Prioritize work day but.

# Today

**Check-in and Review  
Purpose-Driven  
Leadership Outputs**

**Leader Summit**

**Preview of what's next**





# Positive Psychology

Human Wellbeing & Performance

**P**

## Positive Emotions

Broaden & Build Theory - Fredrickson

Learned Optimism - Seligman

Emotional Intelligence - Goleman

**E**

## Engagement

Flow Theory - Csikszentmihalyi

Strengths Focus - Buckingham, Seligman, Linley

Mindfulness - Langer, Siegel

Growth Mindset - Dweck

**R**

## Relationships

Active Constructive Responding - Gable

Pygmalion Effect - Rosenthal, Eden

Social Capital - Baker & Dutton

**M**

## Meaning

Purpose - Wrzesniewski

Altruism Research - Schwartz Values

Hope Theory - Snyder, Lopez

**A**

## Achievement

Goal Setting Theory

Self Determination Theory - Ryan

Progress Principle - Amable

## Foundations - 18th to 20th Century Psychology

Evidence-based - Wundt, James | Humanistic Psychology - Rogers, Maslow | Logotherapy - Frankl

Ancient Origins: Socrates | Plato | Aristotle | Epicureans | Stoics | Hinduism | Buddhism | Other Wisdom Traditions



# **LEADER ACCELERATOR**

**1. Heat Experiences**

**2. Time for Reflection + New Knowledge**

**3. Community of Support**



# 3D Leadership

# Inspiring Leadership & Performance



# David Spotlight

How this works on the ground



# The Leader Summit

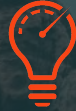


©InspireCorps

# Objectives



Stand on resilience to guide leadership now



Explore how we are shaped as leaders through life experiences



See each other and the composite strengths of this team in new ways



# The Leader Summit

- The Hero's Journey (Campbell)
- Positive Psychology and human thriving and resilience, PTG (Seligman, Reivich)
- Character Strengths (Peterson, Seligman)
- 3-D Experiential Learning (modified from Bill George, True North)
- Inspiring Leadership + Performance Model (InspireCorps)







**“We are born makers, we move what we are learning from our heads to our hearts through our hands.”**

Brene Brown



# OVERVIEW



8 Minutes

## Individual Time

Map your leader journey



30 Minutes (8 min. on each topic + 6 min. break)

## Breakout Groups

**HERO/MENTOR → HARDSHIP → HIGHLIGHT**



10 Minutes

## Group

**DEBRIEF**

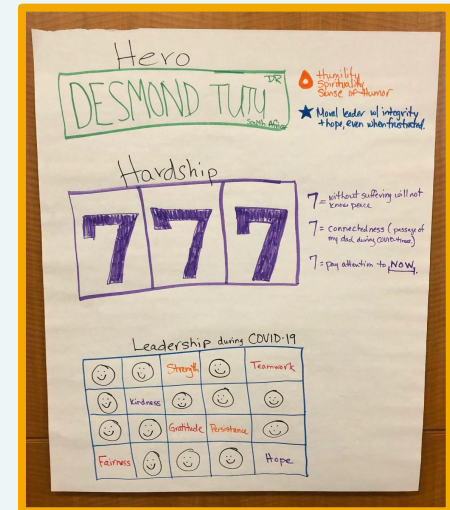
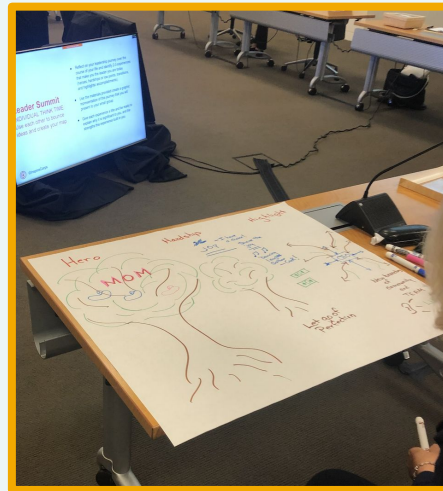
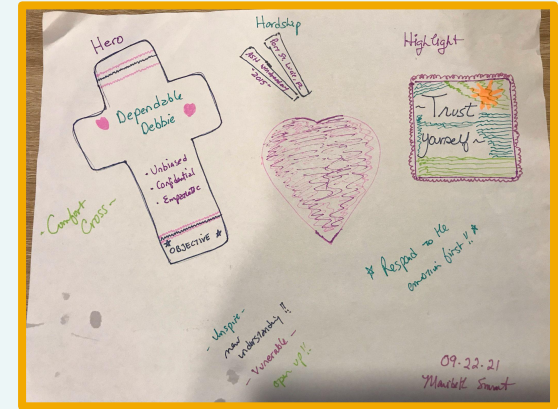
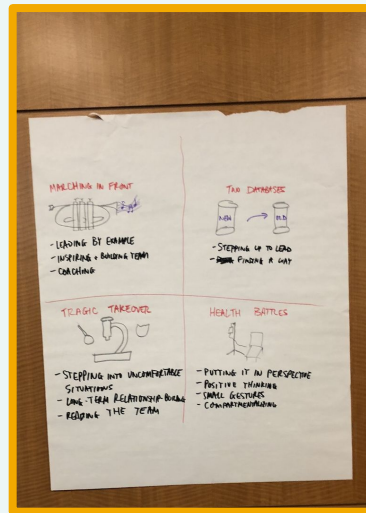
---

## ROLES

- **Facilitator:** responsible for moving the conversation forward
- **Timekeeper:** timing 2 minute presentations
- **Reporter:** capture themes and a key insight, be ready to share in the large group
- **Presenter:** tell a story that highlights your experiences (1-2 Minutes)
- **Listeners:** offer acknowledgement and thank you. Save dialogue.

## RESPECT CONFIDENTIALITY

# Examples



30 Minutes

## Breakout Rooms

If you have questions, send a message in chat or come see us in main room



## PRE WORK

# Leader Summit

**Reflect on your leadership journey over the course of your life and identify experiences that make you the leader you are today (hero, low points, transitions, and critical events).**

### HERO/MENTOR

- Who is the person and what is your relationship to them?
- List their top 3 strengths or how they inspired you:
- Identify 1 way their influence has shaped you as a leader:

### HARDSHIP

- What was the hardship?
- List 1-3 strengths this experience built in you:
- Identify 1 way this hardship shaped you as a leader:

### HIGHLIGHT

- What was the highlight or accomplishment?
- List 1-3 strengths you used:
- Identify 1 way this highlight shaped you as a leader:

**As you reflect on your hero/hardship/highlight - what is important as you look to lead in your role over the next 6-12 months:**

## NOTES:



# Group Debrief



©InspireCorps

# Emerging Thoughts

Group	Report out - highlights/patterns
Andy, Dan, David	We all had a Hero that was a family member Hardship built optimism. Dug deep, dug ourselves out Serendipity of eg college, buying house
Lars, Josh, Jason	Family member heroes - resilience, integrity Hardship - professional and (extremely) personal - challenging but strengthening
Jen, Eng Hoe, Penghai, Aarnoud	Highlight - penghai - the chinese head of communist party! Hardship - (very) personal and very hard to work through
Mateusz, Peter, Vernon	Perseverance - being who we are. We had variety of heroes Hardship shaped us - its who we are



# BIG 5 Insights

1. **Look at how amazing you are**
2. **Heroes/Mentors have extraordinary impact**
3. **We're deeply shaped by our experiences, leadership is a lifelong craft**
4. **There is power in Knowing each other deeply; vulnerability is a trust accelerator**
5. **We can't connect the dots forward, but when we look back...**





# Overview Effect



©InspireCorps



# Billy Adams

(Toni L. Sandys/The Washington Post, Feb. 11, 2021)

[The Garbage Guy Who Walks 12 Miles a Day](#)  
[\(Check that it's in the slides!\)](#)

# Today

**Check-in and Review  
Purpose-Driven  
Leadership Outputs**

**Leader Summit**

**Preview of what's next**



# WORKSHOP SUMMARY

## Personal Leadership

## Team Leadership

## Wider Company and System Engagement

Dates <i>(Suggested tbc)</i>	Thurs October 28th	Thurs Nov 4 <sup>th</sup>	Thurs November 18th	Thurs December 9 <sup>th</sup>	Thurs January 6th	Thurs January 20th
Time	Normally 7am CT, 8am ET, 2pm CET, 8pm Singapore, 10pm Sydney					
Duration	45-60min	4 x 2hr				45-60min
Focus of Session	Intro People, Framework(s) + Pre-work	Self	Self to Team (DH in Minnesota)	Team & Macquarie-wide (DH in Geneva)	Creating Change: From Self to System	Wrap-up / reflection / celebration (& new-year accountability check-in if Jan date preferred)
Example Tools and Key Elements	<ul style="list-style-type: none"> <li>• Intros: to people</li> <li>• Intros: to concepts</li> <li>• Norms</li> </ul>	<ul style="list-style-type: none"> <li>• Intro to Purpose-Driven Leadership: From Purpose to Performance</li> <li>• Listening skills</li> <li>• Purpose mapping and Connecting Work 'Rocks' (SharePoint)</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing PDL – Individual</li> <li>• Leader Summit</li> </ul>	<ul style="list-style-type: none"> <li>• Personal &amp; Team Values</li> <li>• Dealing with human vs market adversity: Ladder of inference, SBI Feedback</li> <li>• Influence from Full to min control: Johari, Skill-Will, Stakeholder Matrix</li> <li>• Team – Purpose, Priorities, Potential and Performance</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Shift Positive 360 results</i></li> <li>• Work on One Page as enduring tool (co-led with David H)</li> <li>• Time (what's over/under)</li> <li>• [Intro to system thinking]</li> </ul>	<ul style="list-style-type: none"> <li>• Team reflections and look forward – and requests for help</li> <li>• Where has change been positive</li> <li>• Where do we still need to focus?</li> </ul>

## The Power of Purpose-Driven Teams...

Connected  
Leader



*How You Show  
Up For Each  
Other*  
Values + Norms

*How - and How  
Much - You Bring  
To Each Other*

Listening +  
Feedback  
Your 'Arena'

*How You Tailor  
Approach*

2 more 2x2s:  
Skill-Will +  
Stakeholder  
Influence

Connected  
Leadership in  
Teams



**Thank you**

**...For your hard work and full presence**



# PURPOSE-DRIVEN, CONNECTED LEADERSHIP

## ...From Self To Team

 <p>“Be yourself, only better”</p>	 <p>“...If you want to go far, go together”</p>
<p>PURPOSE</p> <p>PRIORITIES</p> <p>POTENTIAL</p> <p>PROGRESS</p> 	<p>PURPOSE Unified Vision + Mission</p> <p>PRIORITIES Aligned across the team</p> <p>POTENTIAL Common view of future</p> <p>PROGRESS Transparent + Accountable</p> 



# APPENDIX

InspireCorps Project Team Bios







INSPIRING TEAMS

# THE PROJECT

## Defined Success + What We Can Deliver

Design and deliver an online workshop series that will help:

- 1. Build a Strong, Aligned Culture together:** The team defines then demonstrates a refreshed co-created Macquarie-aligned culture that is obvious to all key stakeholders – maintaining its unique strengths
- 2. Provide Leadership Tools and Common language of what leadership means:** Fully-inclusive, memorable experience, process, and tools that connect leaders' Purpose to Performance
- 3. Foster Better Teamwork:** Research-backed methods to improve the way the team interacts with each other and Macquarie departments outside the immediate team



# TEAM TIME TOGETHER

<b>Workshop Dates</b>	Thurs Oct 28th	Thurs Nov 4 <sup>th</sup>	Thurs Nov 18th	Thurs Dec 9 <sup>th</sup>	Thurs Jan 6th	Thurs Jan 20th
<b>Time</b>	Normally 7am CT, 8am ET, 2pm CET, 8pm Singapore, 10pm Sydney					
<b>Duration</b>	1hr	4 x 2hr				1hr
<b>SP 360</b>	Interviews at various times				Results ready for sharing	

# PARTICIPANTS



Name	Team / Function
David Hochberg	
Andy Page	LDRV Lead
Dan McPherson	Gasoline Lead
Jason Volz	Crude Lead
Josh Bothager	Distillates Lead
Eng Hoe Kan	LPG/PETC Lead
Penghai Wu	Asia Lead
Peter Taylor	Geneva Office Head / EMEA Bus Dev Lead
Aarnoud van Weelderin	America's Bus Dev Lead
Jennifer McSorley	America's Operations Lead
Vannan VR	EMEA/Asia Operations Lead
Lars Pohjola ??	LDRV #2 & Senior Leader in MCT

Meredith as observer / partner



Name	Team / Function
Jen Grace Baron	Co-CEO & Growth Officer
Peter Boyd	Senior Partner
Gabi Joyce	Senior Director of Client Experience
Katie Giasullo	Team Coordinator



A grid of 24 light bulbs arranged in three rows and eight columns. The bulbs are a light teal color and are set against a darker teal background. The text 'Q&A' is centered in the middle of the grid. The bulb in the bottom row, sixth column from the left, is highlighted with a bright white glow.

# Q&A



**Connect with us!**

**Jen@inspirecorps.com**

**@INSPIRECORPSCO**

