

Donna Stoneham, Ph.D., and Pat Weger are the Principals and Co-Founders of Integral Intelligence®, a transformational leadership development process that integrates integral coaching, appreciative inquiry, and experiential learning in a unique approach to individual, team and organization development.

Donna Stoneham, Ph.D.

Donna, a masterful executive coach, facilitator and educator brings twenty-five years of organization and leadership development experience as a corporate leader, consultant and coach helping leaders thrive. She served in leadership roles in divisions of The Travelers and New York Life and has worked with high potential leaders and executives in leading Fortune 500 companies, including Comcast, Hewlett-Packard, Genentech, Gilead Sciences, and MasterCard.

Author of *Changing Practices, Transforming Paradigms: An Appreciative Approach to Developing Integral Leaders*, Donna also serves as Adjunct Professor of Business in the MBA program at Holy Names University where she teaches a popular class on integral leadership. Relying on deep expertise in appreciative inquiry and whole-person learning, Donna has a proven track record of delivering breakthrough development programs that create transformational results in the leaders, teams and organizations she serves.

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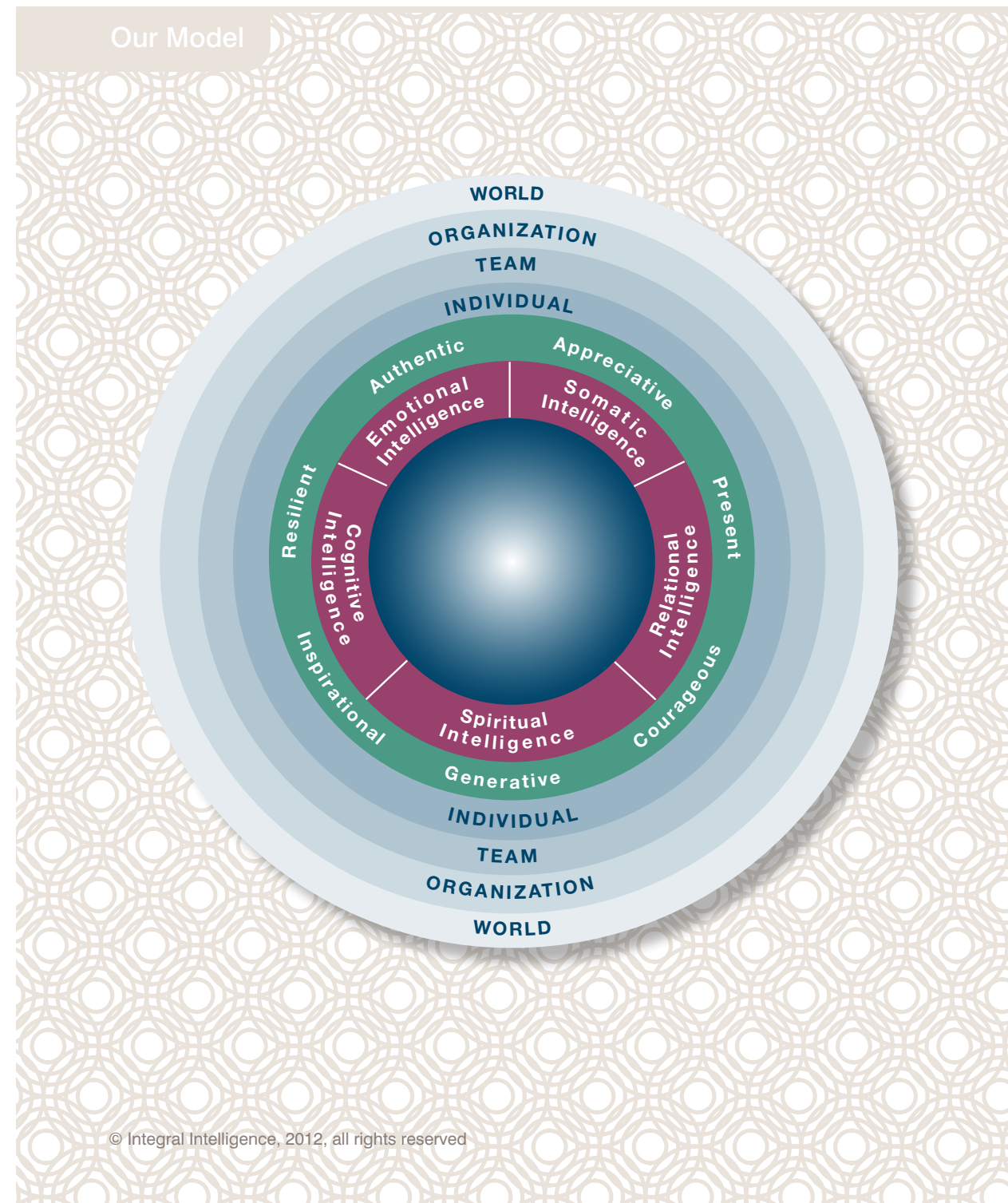
Pat, a versatile facilitator and masterful executive coach, supports leaders and teams in achieving significant shifts in organizational culture and leadership ability. She was a respected leader of collaborative organizations and large-scale culture change in senior roles at AT&T Broadband, Fidelity Investments and Digital Equipment Corporation. She works primarily with high potential Directors through C-level leaders. Pat has coached leaders who have achieved significant, positive shifts in leadership ability, many with life-changing results. Teams she has worked with have created transformational, positive shifts in their organizations. Her integral approach supports clients in realizing their full potential. She believes in values-based leadership, and has demonstrated this as a strong, credible leader with over 20 years of corporate experience. She has a proven track record as an exceptional leader who can help others lead and contribute more powerfully.

In addition to Pat and Donna, Integral Intelligence® offers a network of seasoned Executive Coaches and Facilitators who serve as our associates across the United States.

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Executive Coaching, Leadership & Team Development
and Organizational Culture Transformation



Integral Intelligence®

has been providing leadership and team development, integral executive coaching, and organizational culture transformation since 2004. We are located in San Francisco and Denver with associates across the US. We provide both in-depth group programs and individual coaching targeted to high potential Directors through Executive Teams.

Our programs, tailored to meet your specific business objectives, have included the following:

- Peer-to-peer coaching skill development
- Building business plans through cross-functional team experience
- Targeted development for high potential leaders as part of talent management
- Deepening mentor/mentee effectiveness
- Cultural integration focused on leaders' ability to develop talent

Developing a Leader's Way-of-Being

The path to developing Way-of-Being as a leader is through the enhancement of several dimensions of intelligence called Integral Intelligence®. These dimensions are: cognitive, emotional, relational, spiritual, and somatic.

The integration of all of these intelligences manifests as a Way-of-Being for leaders. Integral leaders are resilient, inspirational, authentic, appreciative, present, courageous and generative.

Leadership is not only a state of doing; it is also a state of being. It's not only what you do as a leader that counts; It's who you are. This distinction is critical because it is how leaders "show up" that differentiates good, or not-so-good, leaders from great ones. Most leadership development is focused on Way-of-Doing: the tasks of management and leadership, such as financial acumen, setting out strategy and objectives, and functional expertise. This is necessary work, but not sufficient. Both Way-of-Being and Way-of-Doing are critical to achieving business results. Way-of-Being work helps leaders reflect on their own patterns of behavior and world view, initially invisible to them, and provides new practices, which create transformational shifts.

Integral Intelligence® assumes an appreciative stance to leadership. Focusing on the positive generates enhanced leadership capability and improved business results.



Stepping Up to Lead with Integral Intelligence®

Traps Leaders Fall Into	How to Step Out
<i>Relying on cognitive intelligence</i>	<i>Use all dimensions of intelligence</i>
<i>Habitual patterns drive actions</i>	<i>Self insight informs behavior</i>
<i>Fragmented work and life</i>	<i>Integrate experience</i>
<i>Orienting around problems</i>	<i>Create possibilities</i>
<i>Motivated by personal gain</i>	<i>Unleash potential in others</i>
<i>Focusing on short term success</i>	<i>Foster sustainable outcomes</i>
<i>Driven by deliverables</i>	<i>Inspire meaning in work</i>
<i>Burning out</i>	<i>Maintain resilience</i>
<i>Playing a role defined by others</i>	<i>Be authentic</i>
<i>Scattered attention</i>	<i>Present in the moment</i>
<i>Delivering the answers</i>	<i>Ask powerful questions</i>
<i>Performing as expert</i>	<i>Facilitate learning</i>
<i>Spinning the message</i>	<i>Tell the truth</i>
<i>Operating in siloes</i>	<i>Focus on the greater good</i>
<i>Limited by circumstances</i>	<i>Catalyze change</i>

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Leaders as Catalysts for Change

One group of leaders felt disempowered by the oppressive meeting culture that pervaded their organization, leaving little time for other work or strategic reflection. When encouraged to take personal accountability, they got together and decided they could change things. They agreed to create and act on a different set of guidelines: the need for a specific agenda with outcomes, shortening many meetings to ½ hour, and vetting attendance in advance. They moved from passively waiting for someone else to fix the problem to being catalysts that created a significant change in their organization, all without additional resources or head count.

A Practice to Become a Catalyst for Change

Reflect on one area where you could actually effect positive change in your team or organization by intervening.

Limited by circumstances → *Catalyze change*

- 1) In what ways have you limited yourself from taking action?
- 2) What is stopping you?
- 3) What is the risk if you take action? What is the cost if you don't?
- 4) Who can you solicit for support?
- 5) What changes when you take the risk? When you don't?
- 6) What steps you could take today, this week, and this month to make your team or organization more effective?



The teachings you provided the Amylin leadership team were instrumental in making yesterday possible.

Dan Bradbury, CEO, Amylin Pharmaceuticals (Upon FDA approval of a first-in-class pharmaceutical following a one-year delay).

Your coaching has helped me become a more effective leader, manager and human being. It has helped me integrate the intellectual and emotional sides of leadership closing the gap between my intentions and expressions. The integrated approach you used has reinforced the need to maintain a balanced perspective that incorporates a deeper understanding of intent, motivation and outcomes in my ongoing development.

Doug Warner, Global Director, Strategic Account Management (Digital and Licensing), Hewlett-Packard

You made such a change in people's lives – it is absolutely amazing to see and experience how well these folks are doing. The insights you gave them into themselves and how to manage in the world around them was a true gift.

Paula Trustdorf, SVP Operations, Cable Communications Industry

