



CultureSmith Inc. Presents:

Forge Forums™ 2.0

Forging Leadership.

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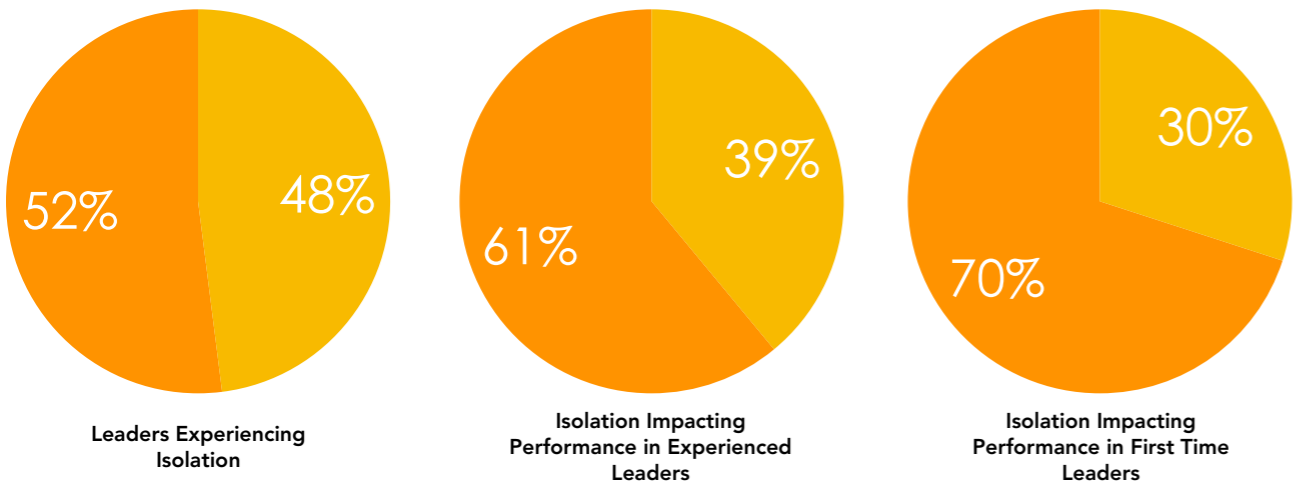
The only peer leadership program built specifically to enhance leaders and the organizations they lead through a unique application of **Psychological Safety**, **Emotional Intelligence**, and **Servant Leadership**.



Leadership Doesn't Need To Be As Lonely As It Can Feel

It's lonely at the top. Literally.

According to Harvard Business Review¹, 52% of leaders experience acute feelings of isolation. Of those who feel it, 61% state it negatively impacts their performance. This number jumps to 70% for those in leadership roles for the first time.



Separation from peers, the need to hold confidential information, an inability to show vulnerability and not knowing how to address the rapidly changing needs of workers are all cited as contributing factors. The effects are felt everywhere.

They are also getting worse. Consider:

- 77% of companies are currently experiencing a leadership gap.²
- 84% of organizations anticipate a shortfall of leaders within the next 5 years.³
- 56% of companies are not ready to meet their growing leadership development needs and less than 7% have accelerated leadership programs for emerging leaders.⁴
- Most leaders go 10 years in a management role before receiving direct, leadership training.⁵
- Research conducted by CEB (Corporate Executive Board) shows that 60% of new managers fail within the first year.⁶

Perhaps most telling of all however is that Harvard Business Review also found that **58% of employees would take advice from a complete stranger over their current boss.**⁷

The time is right for a new approach to leadership development. One that addresses both the needs of leaders as well as the organizations they lead.

That approach must not only have the right structure, it must be one that fundamentally understands what leadership actually is.

It's this approach that is woven into the DNA of Forge Forums™.

Defining Leadership

"Leadership is a **process** whereby an individual motivates a group of individuals to achieve a common goal."⁸ Leadership is not a unique basket of traits that only a select few people have. As stated above, leadership is a process and as a process it can be taught to anyone.

A major contributing factor of leadership ineffectiveness stems from the fact that companies have remained largely ignorant to this fact, instead trying to grow their internal leadership capacity by hiring 'better leaders'. Consider this quote from Gallup:

"One of the most important decisions companies make is simply whom they name manager. Yet our analytics suggest they usually get it wrong. In fact, we find that companies fail to choose the candidate with the right talent for the job 82% of the time."

This is not only a common mistake, it is a costly one. The same study concluded that 70% of the variance in employee engagement scores is directly tied to the effectiveness of one's leader.⁹ Given that a disengaged employee costs an organization an extra \$3,400 for every \$10,000 in salary that person earns¹⁰, this is not simply a matter of having the wrong people in the wrong chairs, the entire sustainability of organizations hangs in the balance.

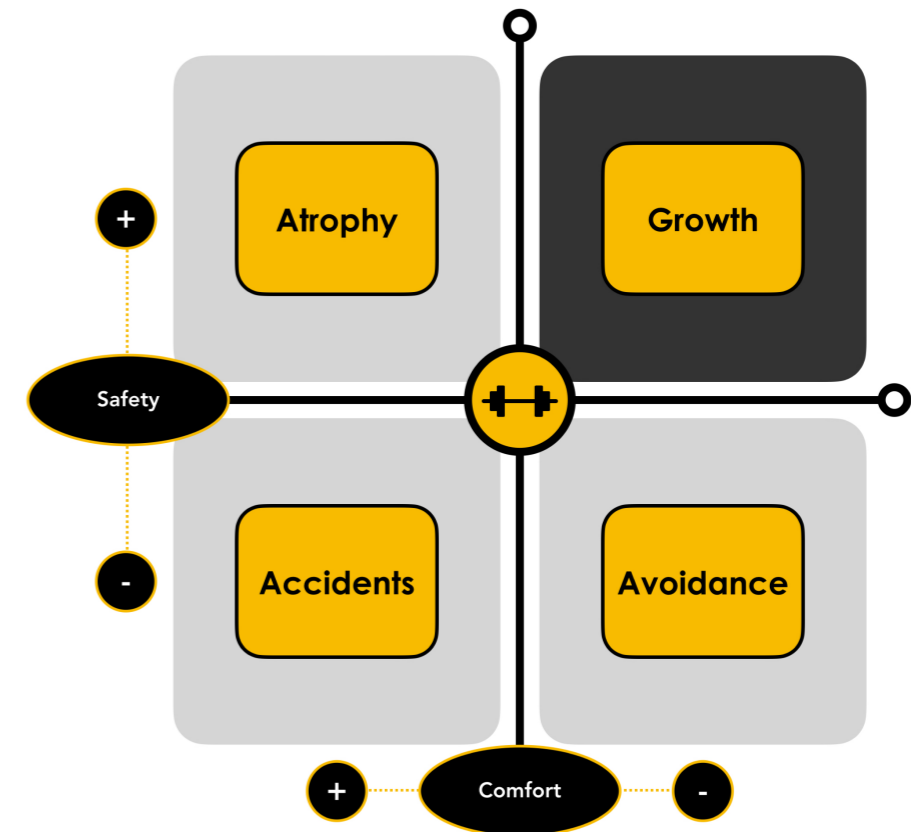
Improving leadership means refining the process of leadership. Breakthroughs in organizational psychology within the past decade have verified that leaders are not born, they are made.

Or should we say **forged**.

Solving The Problem of Growth

Leaders are tasked with many things but all of them point to a singular objective that can be summed up in one word...**Growth**.

They're responsible for growing profits, growing their people, growing their markets and growing themselves. Growth too is a concept criminally misunderstood which only compounds the challenge in developing the leaders whose job it is to produce it.



Growth is a product of **Maximum Safety** and **Minimum Comfort**. When their people are faced with adversity, a common mistake leaders make is trying to increase their people's comfort. This leads to **Accidents**. Without the 'alertness' discomfort creates, people are unaware how unsafe they are and attempt things they shouldn't, leading to avoidable failures.

That is if the leader is even aware of their people's lack of comfort. Most workplace discomfort manifests in **Avoidance** behaviour. People not only feel uncomfortable with what's expected of them, they feel unsafe in voicing their concerns for fear it will make them look weak or insubordinate. Feedback dries up and leaders are left operating blind.

Safety itself is also routinely confused. Leaders conflate safety with trying to remove conflict from their teams. Without conflict, there is no discomfort, leading teams to **Atrophy** as there is no impetus to do or try more

Growth happens when you harness the discomfort that naturally comes from running a business by learning how to **increase the safety not the comfort**.

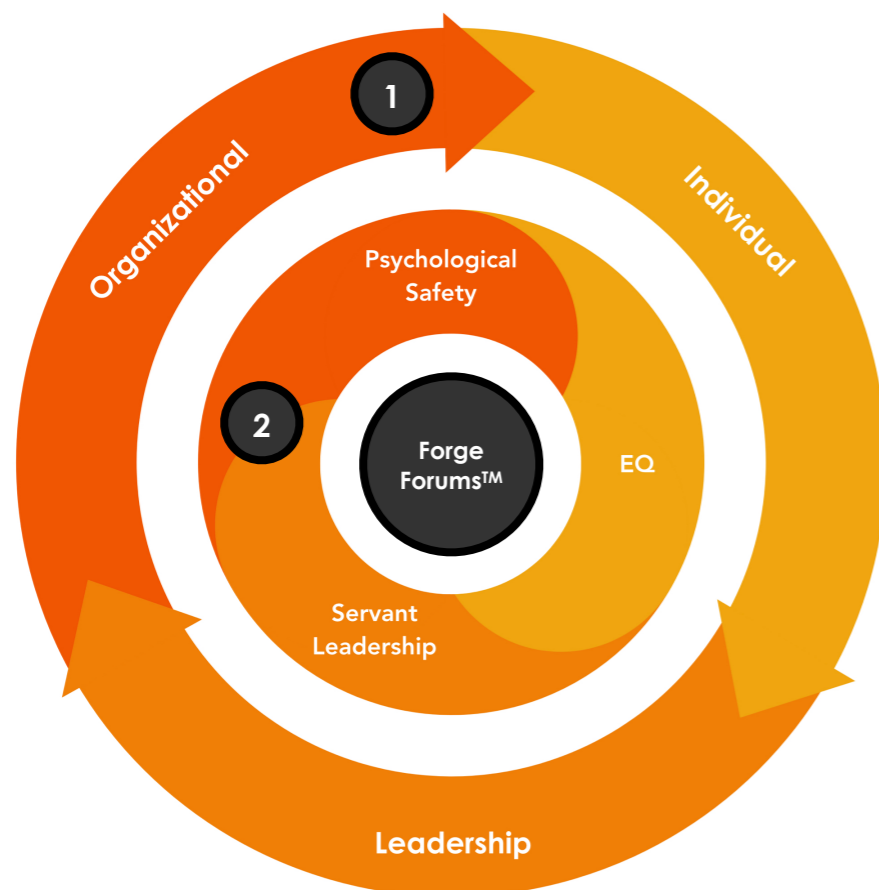
We created Forge Forums™ as a means to teach as many leaders as possible the actual **process** of how to do this.

Growth Only Matters If It's Sustainable

You most likely know that a Watt is unit of power. What you may not know is that Watts are named after James Watt, the Scottish inventor who pioneered the world's first flywheel. The flywheel is a mechanical wheel that stores energy as it spins. The amount of energy it stores depends on how fast it spins, the friction it encounters and the size of the wheel. The more **speed increases**, the more **friction decreases**, and the **larger the wheel**, the more energy stored. Picture a windmill which is essentially a flywheel that generates power to be used at a later time.

Most organizations task their leaders with short-term decisions that burn through the will and the resources required for long term sustainability. A simple example: a company pushes it's team to deliver on a set of metrics before the end of the quarter, only to leave the team too emotionally drained to be productive during subsequent quarters. This leads to everything from burnout, to disengagement, to toxicity, and even turnover. Disrupting this requires a new framework for engagement, and that framework is a flywheel.

The CultureSmith Flywheel



1 The Outer Ring:

Growth happens at three levels, the **Organizational** level, the **Individual** level and the **Leadership** level. An organization has needs that must be met in order to sustain itself. Those needs are met by individuals who operate in service of the organization. Servicing the needs of the organization creates needs for each individual such as support, direction, encouragement, etc. These individual needs are met by leaders. When they do it effectively, the result flows back into the organization leading to **growth**. The individuals provide the speed, leadership removes the friction, and the organization grows. This growth leads to more individuals, which creates more speed, which requires leadership to remove more friction, which results in more growth.

2 The Inner Ring:

Psychological Safety is, "a shared belief held by members of a team that the team is safe for interpersonal risk-taking". People feel free to share thoughts & feedback and own their mistakes without fear of these interactions harming how people see them. It happens at the Organizational level because as the definition states, it is a belief held by an entire team.

EQ is, "the ability to identify and manage one's own emotions, as well as the emotions of others." It happens at the Individual level given that EQ is like a muscle, the more you train it, the stronger it gets. You can create all the Safety in the world, but if individuals do not have the emotional musculature to embrace discomfort, speed suffers and growth will not happen.

Servant Leadership is, "a form of leadership emphasizing that a leader uses their influence to help their followers grow and develop". Obviously it happens at the Leadership level. Again this removes friction allowing the wheel to spin faster and more effortlessly, creating more energy to be used later.

Forge Forums™ is the only peer-leadership offering built to deliver all three of these theories of organizational psychology in one program. This ensures growth for both the leader who participates and the organization they work within.

To understand how we achieve this, let's break down each of the three rings and show the unique features within a Forge Forum relative to them. From there we can then show which types of leaders are uniquely suited to this program.

Growth at The Organizational Level



According to The American Psychological Association, accountability is defined as, “The extent to which an individual is answerable to another for their **behaviour, decisions or judgements**”.¹¹ Notice that the word ‘outcomes’ is nowhere in this definition.

Luck, timing, even weather, can play a role in outcomes. The only things that a person can truly own, are their decisions, their behaviours and their judgements. This is where leaders fail consistently when it comes to accountability. They hold others accountable to outcomes creating feelings of **blame** and they hold themselves accountable to outcomes creating feelings of **shame**.

Forge Forums™ are built to create authentic, psychological accountability that leaders will actually embrace, allowing them to scale and model that behaviour when they take it back to their teams.

Each Forum is built on a foundation of Psychological Safety that creates the specific amount of leadership vulnerability required to foster real accountability. We’ve already defined safety as the belief that a group is safe for inter-personal risk taking. Inter-personal risk taking is simply a fancy way of saying vulnerability. Leaders must be able to own their decisions without fear of being judged on how these decisions ‘may make them look’. This is the only way they can receive the feedback needed to make better decisions in the future.

Within organizations we build Psychological Safety by layering in three techniques: **1) Establishing Purpose, 2) Reframing Failure and, 3) Courting Conflict**. We ensure these same three elements are at the heart of every Forge forum.

Establishing Purpose

Purpose is “the extent to which people experience life as being directed and motivated by valued life goals.” Forum members will have their individual **Functional & Frictional Values™** constructed. These act as the decision-making guardrails their Forge facilitator and Forum-mates will hold them accountable to their Purpose during each session, allowing the framework for Failure to be reframed and Conflict to be courted.

Reframing Failure

There three types of failure in the workplace: **Avoidable, Novel & Exploratory**. More importantly however there are corresponding responses to those failures to ensure they are addressed in a way that doesn’t not erode safety: **Education, Investigation, Celebration**.

By Reframing Failure within the Forum setting, we allow leaders to bring more issues to the table, which results in more Investigation and Education, both of which increases the quality of the feedback they receive, leading to better solutions emerging for them and their business. This is just one reason why we refer to Forge Forums™ as a true force multiplier.

Courting Conflict

Conflict is defined as, “any disagreement between two or more people”.¹² It may sound counter intuitive but when it comes to creating a healthy workplace, conflict is an essential ingredient. Our objective after all is growth and you’ll recall that growth cannot be accomplished if we increase the comfort around us.

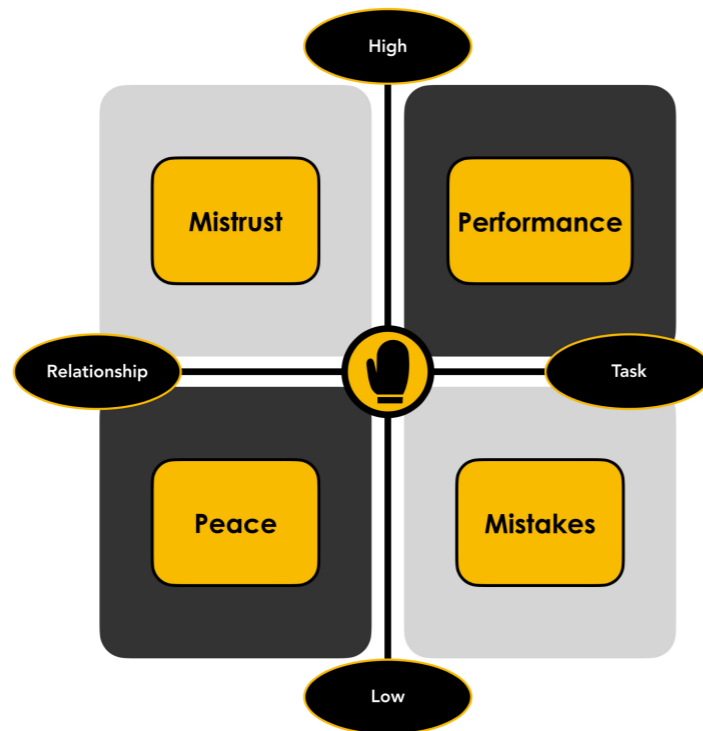
Not all conflict is created equal however. There are two main types of interpersonal conflict, Task-based conflict and Relationship-based conflict, and both need to be understood in order to ensure the right mix is established.

Task-based conflict is: "any disagreement about the **goal** or **content** of the work."¹⁴

Relationship-based conflict is: "any disagreement about **beliefs** or **ideologies**."¹⁴

The most accomplished teams are the ones able to simultaneously sustain **high levels of Task-based conflict** which creates unrivalled **Performance** while also sustaining **low levels of Relationship-based conflict** which creates unparalleled levels of **Peace**.

Low levels of Task-based conflict create **Mistakes** as ideas are not challenged enough while **high levels of Relationship-based conflict** creates **Mistrust** as people feel they are being attacked for their beliefs and not their work.



This is where the professional facilitation within Forge Forums™ proves invaluable. Facilitators are trained how to ensure enough Task-based conflict is introduced to each session, creating Performance, while also ensuring that this conflict never devolves into Relationship-based, maintaining Peace.

Additionally, because all Forum members will be trained extensively in the Behavioural Colours system (discussed later), they will learn which Behavioural Colours have a tendency to **perceive** conflict as being either Task-based or Relationship-based in nature, allowing them to moderate conflict better back in their own organizations.

Safety Can Lie In The Eye of The Beholder



Picture adopting a dog from a rescuer shelter. Once home, you attempt to put the dog at ease by reaching out to pet it, only to have it lash out and bite you. What you did not realize is that in the dog's previous environment, a raised hand meant it was about to get hit. It does not know yet that a raised hand in your environment is a sign of affection.

Translate this to the workplace. You ask a new member of your team a question, genuinely curious about their take on something. The person instantly grows defensive, given that in the company they just came from, the only time their leader asked them a question was to set them up to look stupid.

The point is, you can do everything outlined in the previous sections to build safety in your team, only to see the flywheel fail to generate momentum if the people on that team lack the EQ to adjust to new surroundings.

Self-Awareness

Forge Forums™ leverages the CultureSmith WorkplaceEQ™ system, a primary component of which is our proprietary Behavioural Colours. It is one of the first systems to combine Jungian frameworks with neuroscience to not only grow your EQ, but to do so in the least taxing way possible given the simplicity of the framework itself.

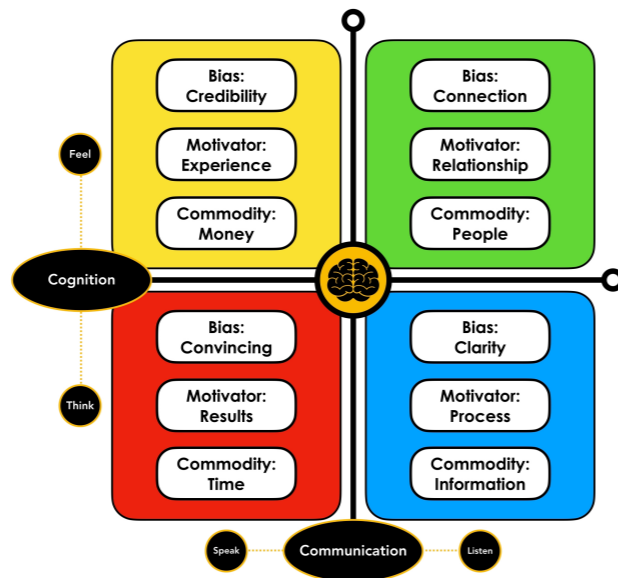
Emotional intelligence is made up of 5 dimensions: **Self-Awareness** (knowing one's triggers), **Self-Regulation** (controlling one's triggers), **Empathy** (understanding and respecting other's triggers), **Motivation** (the triggers of 'your future self') and something we call **Social Agility** which is the ability to leverage all of these dimensions in a variety of situations.

Self-Awareness is the foundational element of EQ, and Forge Forums™ is specifically designed to enhance it.

All members of all Forums will have their Behavioural Colours assessed prior to joining.

Groups are constructed with as much diversity as possible when it comes to the Behavioural colours so that different perspectives are brought to each problem. Each facilitator is also trained in the Behavioural Colours to ensure the appropriate amount and types of conflict occur in each session as previously discussed.

Within a few sessions, leaders are usually able to begin to assess the Behavioural Colours of others and begin to adapt their approaches to dealing with these individuals accordingly. The rapid mastery of the Behavioural Colours is without question the most common benefit mentioned by alums of the program.

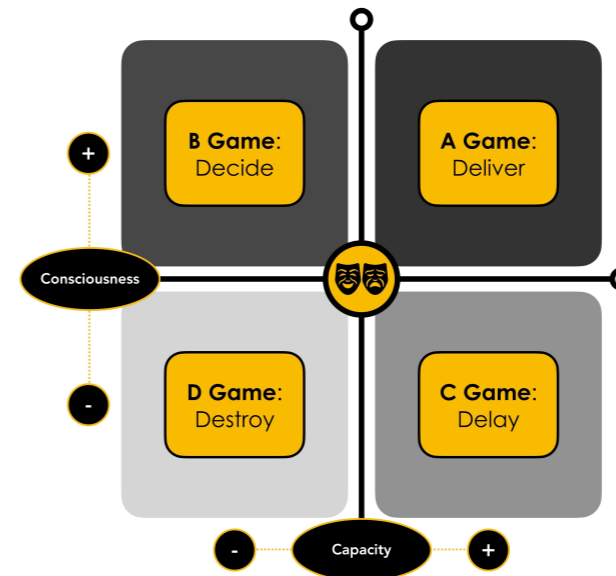


Self-Regulation

Of course all the mastery of Behavioural Colours in the world does little good if you can't access it because you are emotionally triggered.

Self-regulation is the process of anchoring and adjusting your performance, both mental and physical in nature, in response to corrective feedback within your social and physical environment.

Within the CultureSmith model, we have developed the most straightforward approach to self-regulation, a concept we refer to as '**Game**'.



Game is a measure of one's emotional **Capacity** (are you happy?) and one's **Consciousness** of it (do you know it?).

When you are 'happy and you know it' you are in A Game, and can Deliver. You can adopt the traits of any of the Behavioural Colours, create appropriate levels of safety in your team, and be the type of servant leader they require.

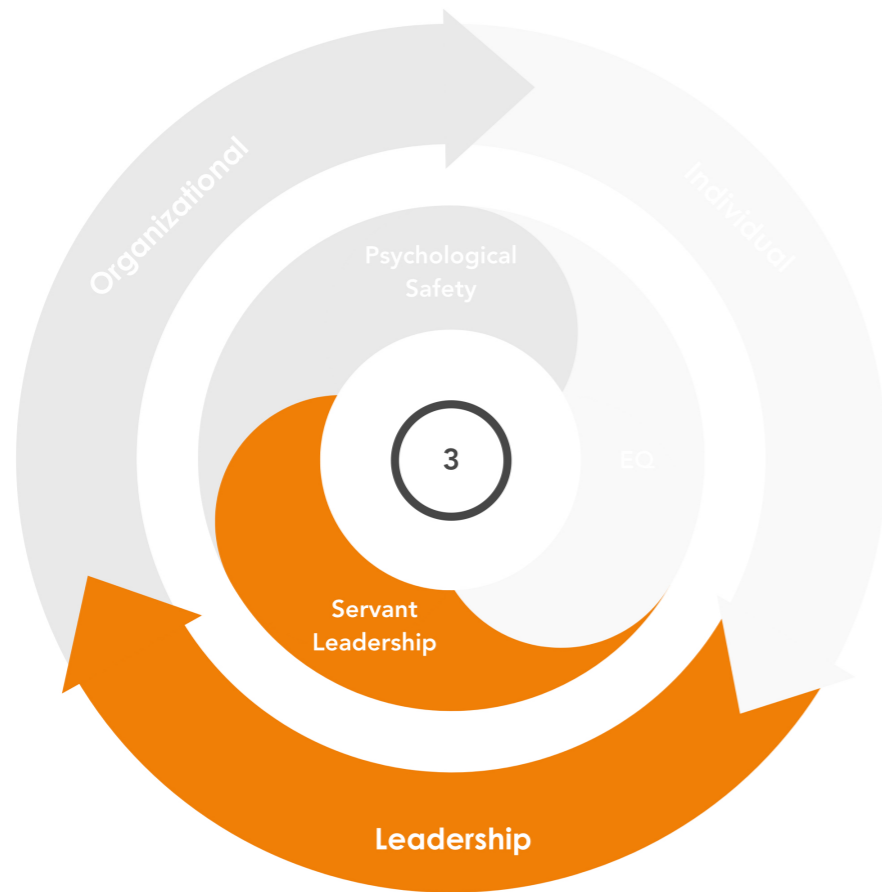
Conversely, D Game, where leaders unwittingly do the most Destruction to their lives and businesses, is a phenomenon where you are blissfully **Unconscious** of how low your emotional **Capacity** is.

Every Forum session begins with an 'emotional check-in'. We have developed this proprietary process to grant people the consciousness needed to move from the highly destructive D Game to the highly constructive B Game within the first few minutes of a session.

Those in B Game are 'unhappy but they know it', and because they know it, they are able to Decide the degree to which they will allow whatever is triggering them to alter their behaviour.

Remember, accountability is tied to one's decisions, not their outcomes. Unlike other peer-support leadership forums that require leaders to set goals and then scramble to hit them, the self-regulation work within Forge Forums™ ensures all leaders are put in the proper emotional state to actually embrace and model accountability. This same process is used during the on-demand 'micro-Coaching' all leaders have access to via the Spiral app between Forum meetings.

Servant Leadership = Strength + Flexibility

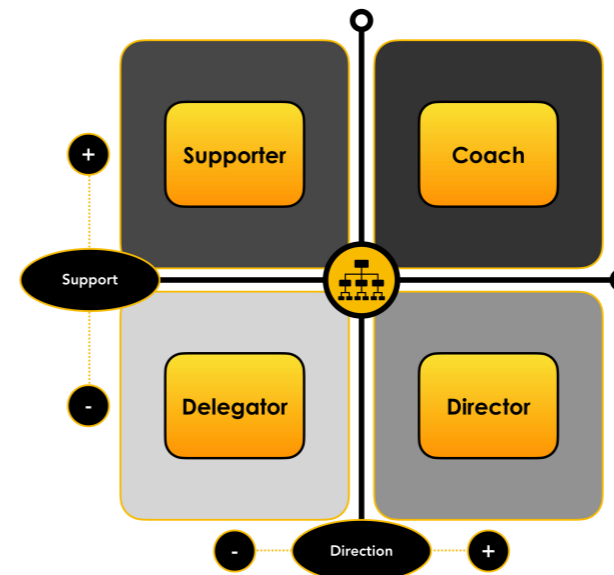


If the flywheel model were a person, the Organizational level would be the skeleton. It provides structure and support. The Individual level would be the muscles. It provides the power and movement, and it is through the growth of these individuals that true strength is achieved. The leadership level would be the tendons, it connects the muscle to the bone allowing the muscles (individuals) to bring motion to the skeleton (the organization).

The analogy of leadership as a tendon is important for another reason. It embodies what it means to be a true servant leader.

Take a look at your fingers. They are full of tendons, yet no muscle. If there were muscles in your fingers they would grow bigger as you workout. Your fingers do not get bigger however, they get stronger.

Servant leadership requires leaders to act in service of their followers. This requires great strength and flexibility, but it also requires that the focus is on growing your followers, not yourself. Your people are the muscle. Your job is to make them 'bigger'. All praise, glory and accolades go to them. You must increase your strength and flexibility to keep them 'attached' to the organization as you guide them through this growth process.

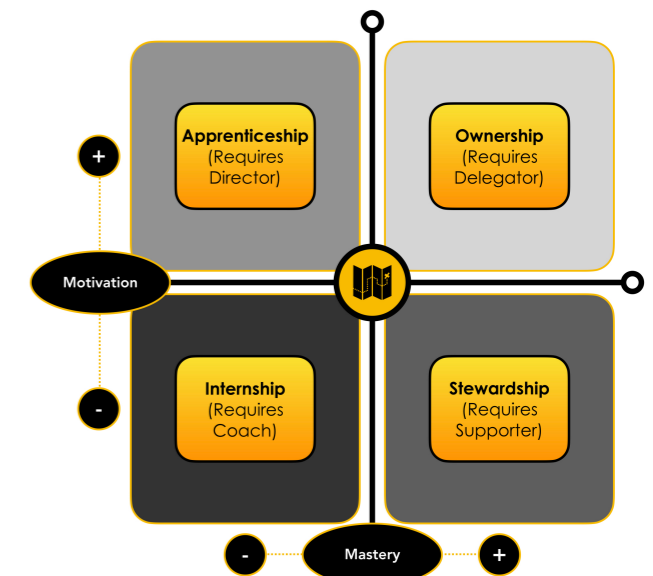


A lot of this is tied to your leadership style. When you lead, you are only ever engaged in one of two behaviours: **Directive** (telling people what to do and how to do it) and **Supportive** (meeting their emotional needs as they do it).

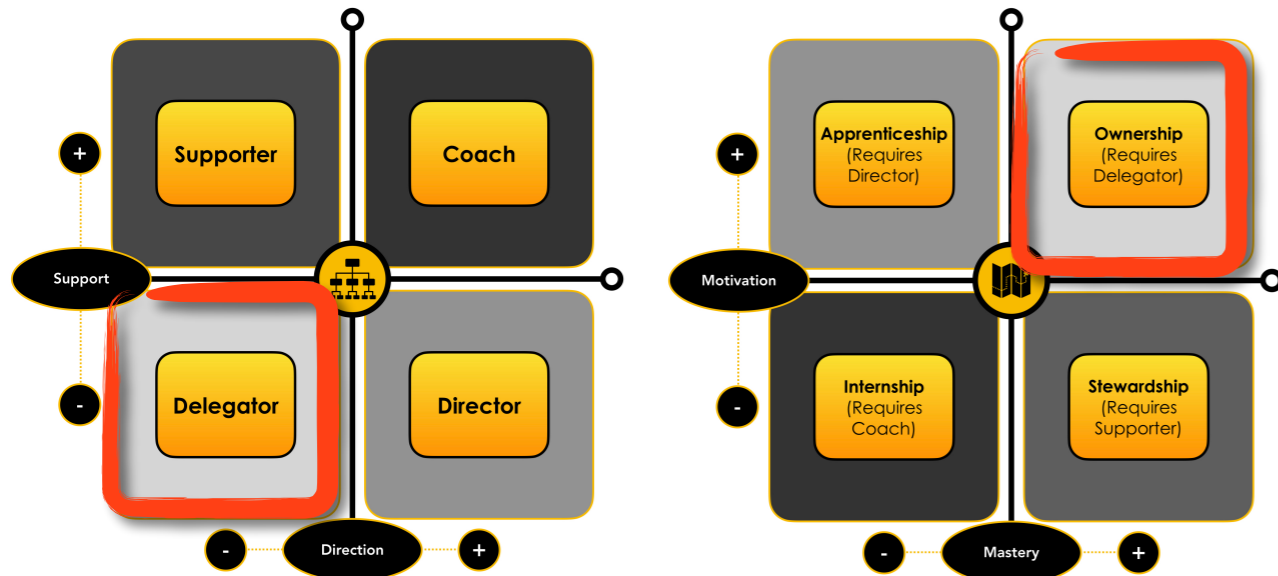
The level of Directive vs Supportive behaviour a leader tends to engage in determines their style as per the grid to the left.

While each leader will have a preferred style, the optimal style to be deployed is based on the current developmental level of the follower.

When a need of the organization is assigned to a follower, they will have a certain level of **Mastery** and a certain level of **Motivation** to meet that need. The situational level of Mastery and Motivation determines if the follower is in an **Internship**, **Stewardship** or **Apprenticeship** or if the leader can actually bestow **Ownership** of that task or project to them.



In order for the flywheel to spin without friction, all leaders must become **Delegators**. Delegators are the only leaders that have enough bandwidth to pop their heads up and see what's coming down the pike. This does not mean however, that they simply start pushing things off their plate.



The path to Delegation is by building Owners out of your people. Every ounce of **Motivation developed in a follower** is an ounce of **Support the leader no longer needs to give**. Every ounce of **Mastery developed in a follower** is an ounce of **Direction the leader no longer needs to give**.

The problem is, as a Leader, you will have your own level of Mastery and Motivation in respect to providing the type of Direction and Support **each** of your followers needs. Forge Forums™ solves this problem. Leaders enter Forum session in their own Internship, Stewardship or Apprenticeship relative to the Support and Direction they must give their followers. Their CultureSmith facilitator and peer leaders in their group provide the Direction, Support and Coaching they need to get them into the Ownership quadrant relative to their own leadership.

This becomes a cyclical process. As you move into Ownership as a leader, the Organization experiences Growth. This Growth leads to new Organizational needs which will change the level of Mastery and Motivation of your followers, creating new Support and Direction that you must give, creating new Support and Direction you must receive. Your Forum becomes a force multiplier for your development as well as that of your organization.

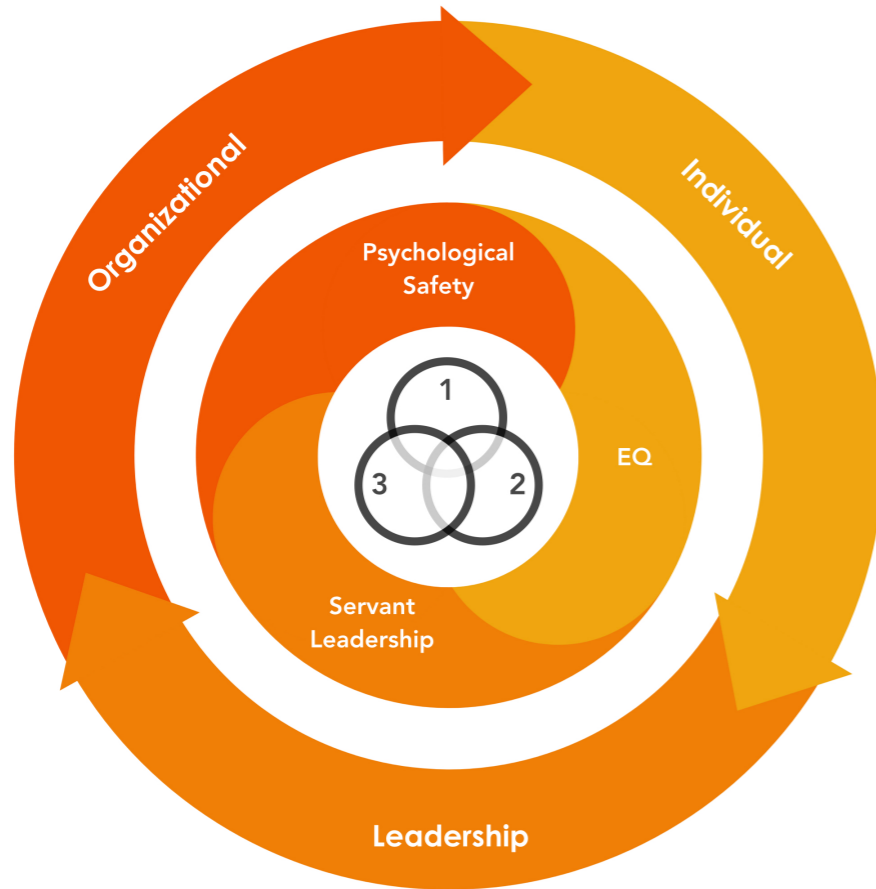
A summary of the three major phases of illustrates how we keep your flywheel spinning.

Intake & Enrolment: The intake process for Forge is deliberate. You will have your own personal Values determined, along with your Behavioural Colours, Emotional Blindspots and preferred Leadership Style. This data will be used to ensure all coaching your receive both during your sessions and in-between, stays Task-based and connected to your Purpose.

Forum Sessions: The professional facilitation, experience sharing from other leaders, and focus on EQ allows for transformational growth in each session. Again, Growth is a product of Safety + Discomfort and the optimum amount of both will be delivered during each session. We believe it will grow to become the best 3 hours of your month.

Between Sessions: The challenge with most peer-leadership groups is that 'life' happens between sessions. Much of the sessions themselves are spent trying to recall and rehash triggers that happened weeks ago. The real-time support offered by your CultureSmith facilitator offers two things. First, you get the Support and Direction you need when you need it, benefiting both you and your organization. Secondly, these between session triggers are recorded, to be used as teaching moments during the next session with your peers. No more trying to recall the potency of issues you've already dealt with.





The result is the most holistic peer-leadership solution devised. You will learn how to establish Psychological Safety. You will continually develop your own EQ. You will acquire the skills to become a true Servant Leader. You will have everything you need to impact your company at an Organizational, Individual and Leadership level. You will increase the size and speed of your flywheel while reducing the friction.

You will also bring all of these skills home. Replace Organization with Family. Replace Individual with Kids. Replace Leadership with Parenting. One of the biggest benefits of this system is its applicability in all aspects of your life. If you want to grow as a person, truly impact your organization and develop more fulfillment at home Forge Forums™ should be something you truly consider.

As an added bonus, you will receive access to the full suite of CultureSmith tools and assessments including 360 Reviews, our Spiral Daily Check-in App and Psychological Safety assessments to determine the level of safety in your team.

Tools:

Daily	Monthly	Quarterly
Spiral App	Forum Sessions	360 Reviews & Safety Surveys

Support:

'Micro-Coaching' Calls	Peer Coaching	Synthesizing Results into Action Plans
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Result:

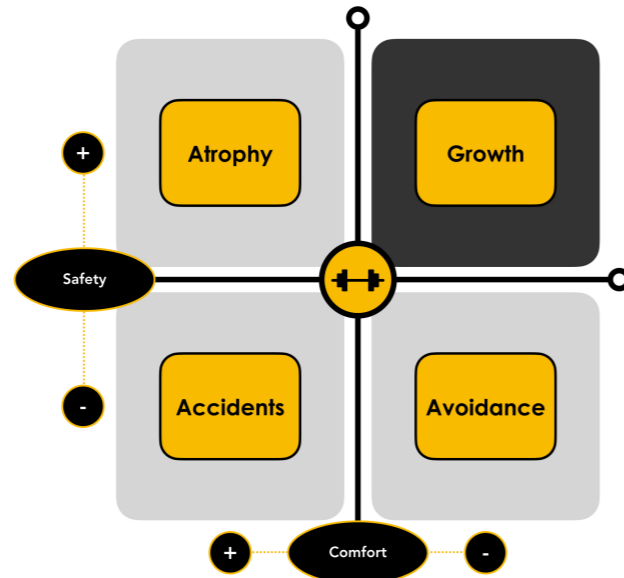
Awareness / Real-time Support & Direction	Tactics, Skills and Accountability	Perpetual Growth
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Support is given on a Daily, Monthly and Quarterly basis. You will have the opportunity to "Check-in" using the Spiral app whenever you feel triggered. This will result in real-time coaching to give you the awareness to prevent your trigger from causing unnecessary harm. Each month your Forum will help you build the skills and accountability needed to impact real change. We also help you measure your progress on a quarter basis through 360 Reviews of you as a leader as well as Safety & Engagement Surveys we will deploy within your organization at no additional cost.

Is Forge For Me?

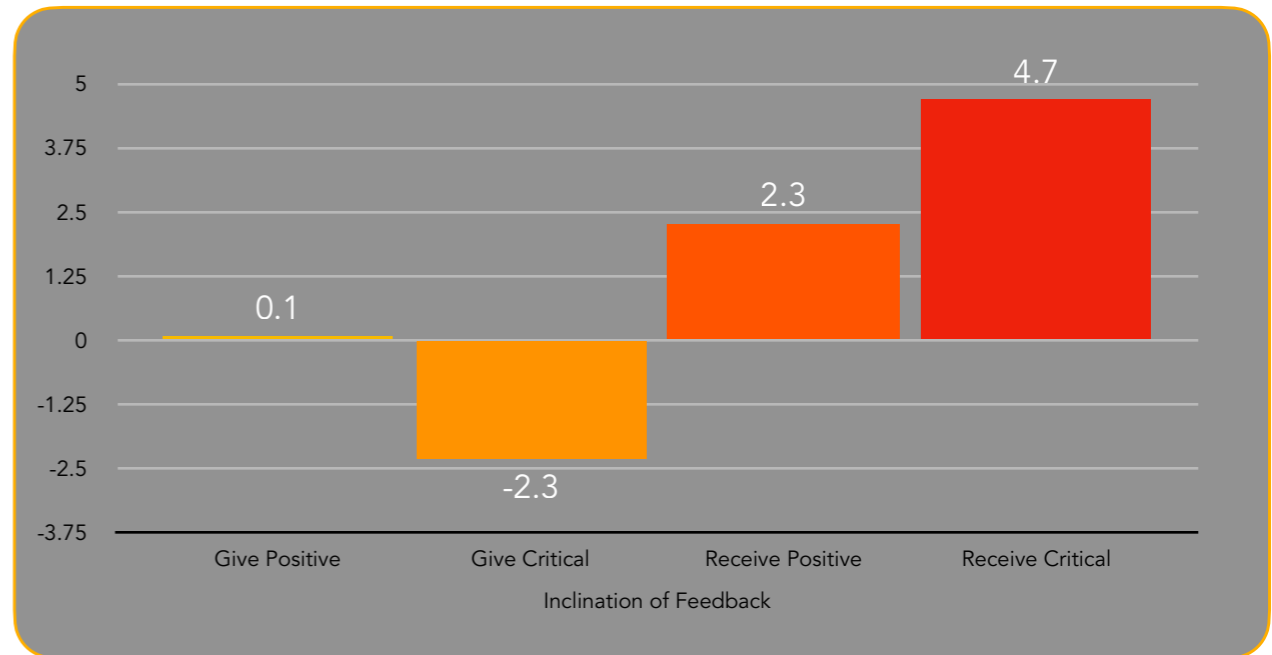
The only question left is whether or not Forge Forums™ are a fit for you.

The short answer is, if you are seeking Growth, then yes, this program is probably one of the few in existence that can guarantee your Growth as it is the only one proven to tactically build the Safety required to actually experience Growth. That said, there are **four types of leaders** whom we believe Forge Forums™ is uniquely suited for.



2 Leaders Looking to Grow A Network of Feedback From Like-Minded Peers:

A 2014 Harvard study showed that we are facing a bit of a feedback crisis in most organizations.¹³



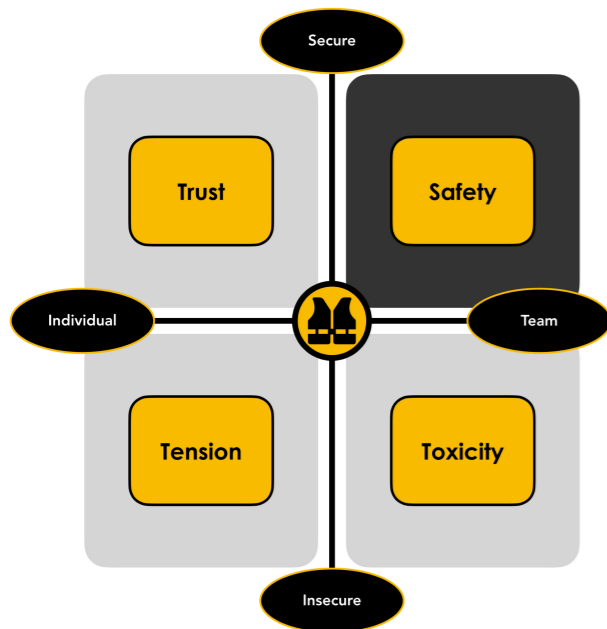
As the study shows, we not only crave feedback, we specifically crave critical feedback over positive. The problem is, most of us are afraid to give it. Many leaders (and their teams) are flying blind due to this overwhelming aversion to feedback in the workplace.

As you can tell by now the entire Forge Forums™ program is designed to not only provide feedback, but actionable feedback, delivered at the right time, in the right way, to create the right result.

This feedback is delivered by a group of peers. The perspective of other leaders from diverse organizations with diverse backgrounds cannot be undersold.

Those looking to grow a network will benefit greatly from this program. Those looking to grow a network that provides real, evergreen value, will see this as a must-join.

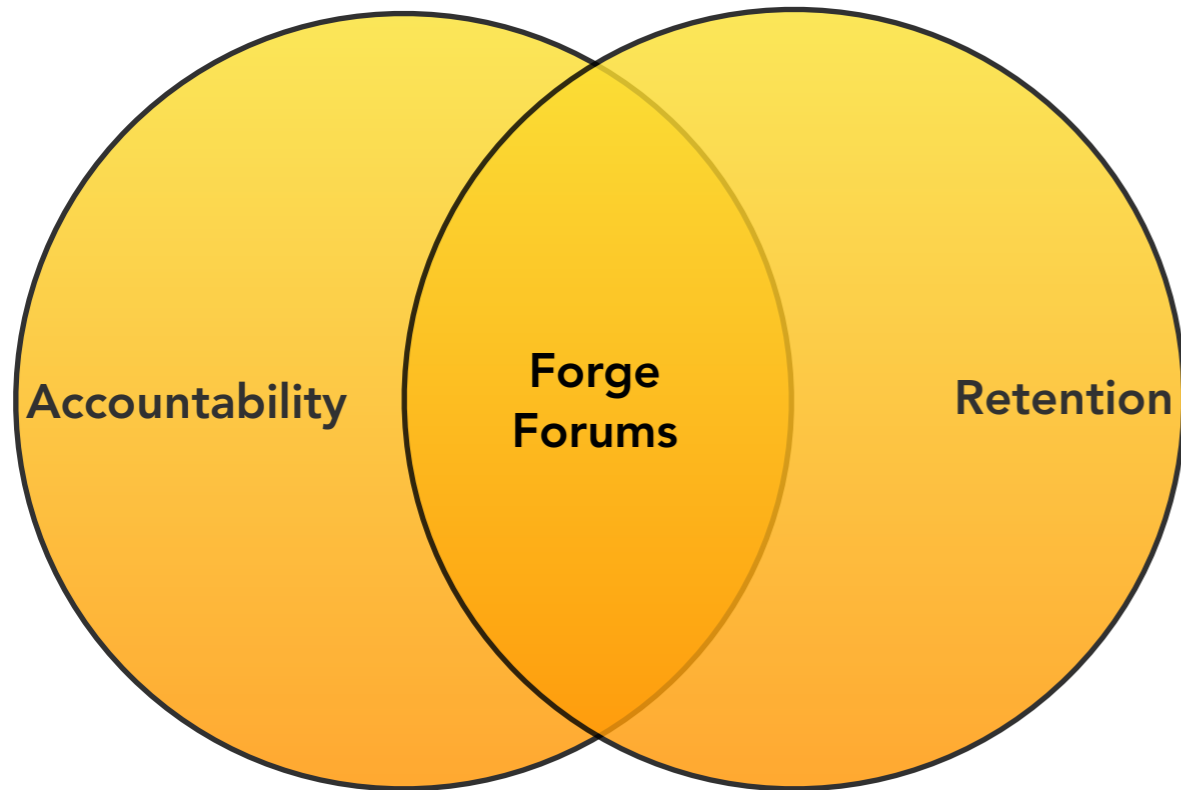
1 Leaders Whose Current Environment Lacks The Safety to Turn Discomfort Into Growth:



Safety is often confused with Trust. In reality these are two totally different things. Trust is a feeling if security between two **individuals**. They are willing to be vulnerable with each other because they know that the other person has their best interest at heart.

Safety is that feeling scaled across **an entire team** of people. Many leaders have Trust in their organizations. Few have the Safety required to achieve peak Growth. Forums become a place where leaders can experience that Safety, while learning how to develop it back at their own organizations.

3 Leaders Looking To Master The Science of Leadership:

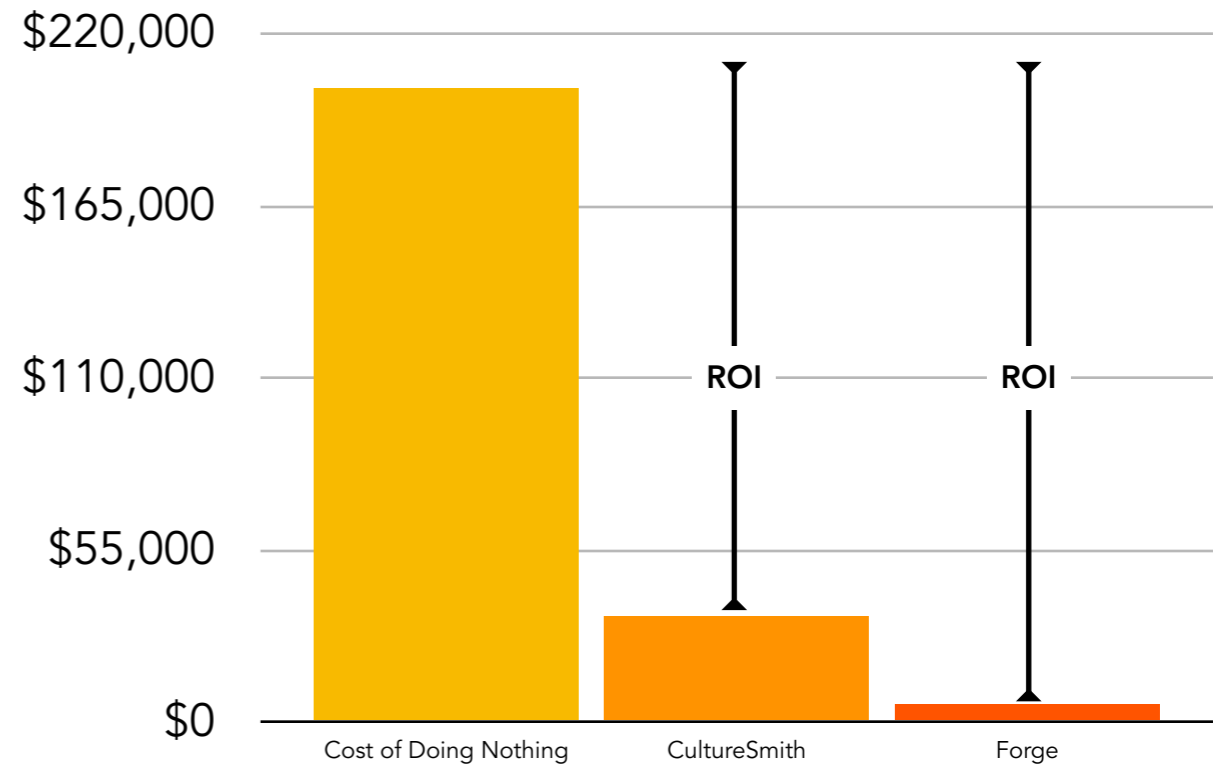


According to the American Society of Training and Development, leaders have a 65% likelihood of completing a goal if they commit to someone that they'll hit it. If they have a specific accountability appointment booked, the chance of success increases by up to 95%.¹⁴

According to The National Training Laboratories, retention rates of soft skills training jump from 5% to 90% when lecture-based training is replaced with the requirement to teach and coach others, especially within minutes of learning a concept.¹⁵

Forge Forums™ lie at the intersection of the two increasing both Accountability and Retention. You will not only learn how to become a better leader **each and every session**, the built in accountability will ensure you follow-through.

4 Leaders Whose Minds Want CultureSmith But Whose Budget Might Not:



As previously mentioned, the cost of a disengaged employee is equivalent to an extra \$3,400 for every \$10,000 in salary they are paid. Gallup estimates that 85% of employees are disengaged globally with roughly 17% of those considered to be 'actively disengaged' meaning they are unconsciously causing harm to the organization routinely.¹⁶

If we simply take the 17% who are disengaged, the \$3,400 in waste they create for each \$10,000 they are paid and, apply this against the average salary in the market right now, a 50 person company is experiencing over \$200K in bleed without knowing it. This number increases in high salary environments and for every employee added.

This is why companies routinely hire us at CultureSmith to solve the problem as we are able to show them a minimum sixfold return on their investment.

That said, not every company has the budget for our standard corporate rates. Forge members get the **same access to everything our corporate clients do**. The 'fractional access' they receive being a member of a group of other leaders simply allows us to offer 'fractional pricing' to match.

Frequently Asked Questions

? How Much Does The Program Cost?

The price of a Forum Membership is a monthly fee of \$495.00+ GST. This covered your membership in your group, the monthly forum session, plus unlimited Leadership Coaching from your CultureSmith facilitator in-between sessions. You will also receive free access to any group events hosted by CultureSmith as well as discounts on CultureSmith products and services on behalf of your organization.

? What is the time commitment?

Each Forum session itself runs for three hours. The two hours are dedicated to EQ work and perspective sharing, with the remainder of the session dedicated to a formal lesson / insights presented by your CultureSmith facilitator on a chosen topic. Guest speakers will also be invited to present on a variety of topics from time to time.

? How are sessions hosted?

Currently sessions are hosted online via Zoom. As pandemic restrictions are lifted, live sessions will begin to emerge. Each Forum member will take turns hosting and event in an effort to showcase their business / company. Given that Forge Forums are marketed North America wide, some hybrid Forums will remain with remote participants remaining online while others are free to attend live.

? I am not a functional leader within my company but I'm still interested. Can I attend?

Yes. We subscribe to the full definition of Servant Leadership which includes anyone looking to influence another to assist that person with their growth. The sole requirement is full participation within your group once placed so that everyone gets everything they can from the experience.

? Can my time in Forge be counted toward my Verifiable Professional Development requirements?

Yes. We produce certificates of completion annually based on the number of hours attended. CPA Canada, APEGA and other professional designations have recognized our training as a verified form of PD hours.

How To Get Started

1 Book A Free Coaching Session

We know that seeing is believing. We built Forge Forums™ to create an unparalleled level of trust and accountability and we want you to be able to see that first hand. So, for those who wish to see what this is all about, we offer a free Leadership Coaching Session where we will help you solve the most pressing workplace issue you are facing so that you can truly experience the value of this program this platform is built upon.

2 Register for The Program

Click this link to register for your program. Here you will enter your personal and payment information and gain official entry into the Forge Forums™ program. You will also receive your User Manual, a comprehensive behavioural communication tool reserved for CultureSmith clients. You will also have your own personal Spiral Web-app built to allow for daily check-ins and to book one-on-one. Time with your CultureSmith facilitator.

3 Attend a Values Session

We host a number of Values sessions throughout the month. During these 60-90min online sessions, a CultureSmith facilitator will lead you through the process of determining your Functional & Frictional Values. Not only will these be used to help coach you once you join a Forum, you will be taught how to use these to guide decision-making in all aspects of your life.

4 Forum Placement

Immediately upon registering, the CultureSmith team will begin work on placing you within the ideal Forum. Each group is designed to bring the highest level of cognitive diversity based on everything from the member's Behavioural types to industry backgrounds to tenure and experience ensuring you receive the widest spectrum of support and perspective in each session.

5 Tell Your Colleagues

Many companies benefit from having more than one of their team members in a Forum. This allows for each person to gain the individualized support they need while building a common language and set of skills to benefit the organization.

Why Change?

70% of variance in employee engagement scores are directly tied to a person's relationship with their immediate leader. Change the way you develop leaders and you change your whole team.

Why Now?

77% of companies are currently experiencing a leadership gap. With 10,000 baby boomers retiring from the workforce daily across North America this gap is only set to widen.

Why CultureSmith?

We are the only organization of our kind to synthesize the evidence-based theories of Psychological Safety, EQ and Servant Leadership into one holistic model. We are therefore the only organization of our kind that can claim to impact growth at the Organizational, Individual and Leadership levels.

Why Forge Forums™?

Accountability and Retention. Leaders have a 95% likelihood of completing a goal if they have a specific accountability appointment booked to discuss it. Retention rates of soft skills training jump from 5% to 90% when the requirement to teach and coach others is present. Forge Forums™ accomplishes both.

Why Invest?

The average disengaged employee costs a company \$18,974 per year. How many employees can one of your leaders influence? The ROI on our program is almost incalculable.

¹Saporito, T. (2012) "It's Time to Acknowledge CEO Loneliness". Harvard Business Review

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⁴Deloitte; *Global Human Capital Trends, 2016.*

⁵Watkins, M (2012) "How Managers Become Leaders". Harvard Business Review.

⁶"Ashkenas, R. (2015) "First-Time Managers, Don't Do Your Team's Work For Them." Harvard Business Review.

⁷Strurt, D. & Nordstrom T. (2018) "10 Shocking Workplace Stats You Need To Know." Forbes Magazine.

⁸Northouse, P. G. (2015) "Leadership: Theory and Practice".

⁹Why Great Managers Are So Rare", Gallup Business Journal / gallup.com.

¹⁰McLeod D. & Clarke, N., "Engaging for Success: Enhancing Performance Through Employee Engagement", 2011.

¹¹Dictionary of Psychology, The American Psychological Association.

¹²Penn State University (2020). "Interpersonal Conflict Defined". Leadership for Creativity & Innovation.

¹³Zenger, J. & Folkman, J. (2014). "Your Employees Want The Negative Feedback You Hate To Give". Harvard Business Review.

¹⁴Hanke, S. (2018). "Three Steps to Overcoming Resistance." Forbes Magazine.

¹⁵Learning Pyramid (Adapted from National Training Laboratories Bethel, Maine, USA).

¹⁶"State of the Global Workplace", Gallup, 2017.