



# Overview of The Secretan Center Inc.

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Outlined below you will find a brief overview of our services which can be designed to provide you with support and insights into [strategic direction](#), leadership, [senior team dynamics](#), [cultural transformation](#), [executive coaching and mentoring](#), [assessment](#), and [keynote speaking](#). *(Please click on any of these hotlinks for comprehensive information).*

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## The Secretan Center

[The Secretan Center Inc.](#) works with leaders, inspiring them and their teams to create inspiring organizations. Thirty of *Fortune's Most Admired Companies*, and 15 of *Fortune's Best Companies to Work for in America*, are among the firm's clients. *Leadership Excellence* has ranked Lance Secretan among the top 100 Most Influential Thinkers on Leadership in the World and in 2010 he was voted one of the Top 5 Leadership Speakers in America. The name for this transformational work is [Higher Ground Leadership®](#) and is described more fully in, [among others](#), the book, [The Spark, the Flame, and the Torch](#).

## Our Philosophy: The Fundamentals

### 1. From Metrics to Meaning and Fulfillment

For many years organizational and leadership development has focused exclusively on the *metrics and process* of high-performance. Traditionally, this has included numerous methodologies designed to enhance the metrics by which organizations measure performance. Leadership theories and task-orientated learning designed to achieve the maximum effect, for the lowest cost, in the shortest time, has been the priority of leaders. However, extensive research shows that these are not the only priorities for most people. These days, most people can easily find ways of teaching themselves how to increase their skills in almost any field. Nor do they need “rah-rah” motivational boosts. There is a growing realization among aware leaders that there is a mounting sense of betrayal, broken trust, disappointment and anger and these feelings are directed at corporations, Wall Street, Washington, media, healthcare, academia and organized religion. Intensifying our focus on the *process and technology* of high-performance—in other words, doing more of the same—will not reverse these perceptions. The real need for most people is to have their sense of hope restored, their passion and inspiration reignited, and their sense that all leaders, particularly their own, can be trusted and relied upon to guide them to a more inspiring world. Achieving this leads to dramatic changes in performance, engagement and success. As we frequently tell clients, “The mind will only do what the heart tells it to.”

### 2. Inspiration

Secondly, in building our leadership models and cultures, we have created confusion around the two words “motivation” and “inspiration.”

We have become experts at motivation. One of the main reasons that we have failed so widely to create workplaces, organizations and institutions that are uplifting and that generate intense loyalty is our reliance on motivation instead of *inspiration*.

Motivation is something we *do* to people, an approach based on controlling, manipulating and modifying the behavior of others in order to achieve organizational goals. It is fear-based and most modern leadership theory; marketing and human resource thinking is based on this principle. Inspiration is inner directed, connects more to the soul than the personality, and draws its energy from passion, love, meaning, personal fulfillment and higher purpose. Inspiration is the heart of personal and organizational greatness.



### 3. Moving Beyond Leadership

“Leadership,” as a discipline or activity, may simply be a good subset of something larger—the practice of being an inspiring individual. It is inspiration that leads to progress; gets things done; shifts opinions, ideas, and beliefs; creates organizations and grows people; and changes the world. Inspiration builds loyalty, passion, engagement and high performance. While the *process and technology* of leadership are important topics, they are less important than the art of inspiring others. All great leaders are inspiring—and so are great mothers and fathers, siblings, friends, colleagues, and employees. It is inspiration we are yearning for from our leaders.

### 4. Creating Passion Through Dreams

Galvanizing the passion of everyone within the organization (the first priority) and everyone outside (the second priority) and harnessing this energy in a way that achieves a shared dream creates breakthroughs for organizations seeking to achieve a quantum shift in performance. It is the latest thinking which replaces the blandness of our historic approach of "mission, vision, and values". We call this [ONE Dream®](#). See how the City of Louisville is embracing their new dream which the Secretan Center helped to design—<http://kix.com/our-dream/>.

## Our Services

We are able to offer a broad array of strategy-inspiration services which we call [Higher Ground Leadership®](#).

### Executive Team Development

Most leadership teams have a certain level of dysfunctionality about them – and greatness in corporate performance is facilitated when the leadership team becomes a fully functional, seamless, high performance group. We begin this process by first inviting each member to complete an on-line survey (<http://secretan.com/consulting/corporate/5-dynamics>). This instrument is based on the latest groundbreaking research into learning styles and is used to build or accelerate inspiring relationships and teams. Each member of the team receives a detailed report, together with an interpretation by Dr. Secretan or one of the Secretan Faculty, and group facilitation leading to enhanced team dynamics and personal satisfaction.

We can conduct a one-day retreat for the executive team, incorporating the work completed in the steps described above, to help the executive team to sustain a mutually inspiring, reinforcing and fully functional team, raising the level of inspiration that leads to a new standard of performance excellence that serves as a model for others and an inspiration to the rest of the organization. A short survey called the [CASTLE Organizational Survey](#) will be conducted among a small sample of the organization’s employees to establish a base-line of current engagement and leadership quality, and this will be used to gauge the degree to which your organization is moving the needle towards a more inspiring culture. (We have developed [many instruments](#) to calibrate individual and organizational effectiveness so the selection of the right instruments is always co-created with our client).



## **CEO and Senior Executive Coaching and Mentoring**

Lance has worked extensively as a personal coach to [leaders in every field](#). The success of a team is determined in part, by the personal success of the leader of the team. [Coaching](#) is a key part of the personal journey for leaders who are transitioning from one set of leadership beliefs and parameters to another. As leaders move from old to new behaviors and attitudes, the wise counsel of an advisor, who has been in these situations many times, helps to maintain the momentum and the confidence along the journey. During the winter, Lance also coaches leaders to make life-changing breakthroughs at his home in the Rockies Mountains at his [Leadership Summits](#).

## **ONE Dream®**

As described in 4 above, the creation of a dream is a liberating and strategy-forming experience. There are three steps: 1] Identifying the dream; 2] Realizing the dream, and 3] Sustaining the dream. The first step involves defining the [Permission Space](#), identifying the dream, and defining the implications of a radical dream on the organization and then developing a plan accordingly. The Secretan Center brings the technology and the process for these phases and guides Steps 2 and 3 as required. Sometimes this can involve the design of customized, internally taught training programs to bring the hearts of employees along on the transformation. As one *Fortune 100* corporate client observed, “The ONE Dream® created for our organization, directly led to the improvement of our employee engagement scores”.

## **Keynotes**

Very often, the most subtle and effective way to test an organization’s appetite for Higher Ground Leadership® is to invite Lance Secretan to [address an audience](#) of leaders in which he describes the philosophy, shares case studies from the many successful implementations of this thinking around the world, and inspires everyone with a sense of excitement about the possibilities. If the audience develops energy around the ideas they have heard, traction will quickly follow and this will result in a design that is energized from within.

## **Political Advisory Services**

Dr. Secretan works with the leaders of cities, states and countries, coaching them to become exceptional leaders of their communities who build inspiring jurisdictions that reignites pride and passion among their citizens. Learn more here: <http://secretan.com/consulting/corporate/political-advisory-services>

## **Certification as a Teacher and Practitioner of Higher Ground Leadership®**

A growing worldwide [community of practitioners](#) of Higher Ground Leadership® has been created. These practitioners come from a wide diversity of experience, backgrounds, training and geographies. They have embraced Higher Ground Leadership® as a philosophy which they are introducing to their own organizations, adding to their existing leadership development programs, or to their consulting and advisory practices. [Certifications take place throughout the year](#) in Colorado and Ontario, Canada.



## Skiing and Leadership

Several times a year, Lance Secretan, an expert skier, runs a [three-day leadership retreat in the Rocky Mountains](#) where participants learn how to become double-black diamond (expert level) skiers, while transforming their personal lives through a simultaneous, intensive leadership curriculum. The experience is life-changing.

## Modular Learning (Train-the-Trainer)

The entire curriculum for Higher Ground Leadership® has been converted into a DVD-based learning program called the [DreamQuest](#). It consists of nineteen 10-20 minute modules filmed on the ski slopes in Colorado, canoeing and mountain-biking in Ontario, and in wine country, in which Dr. Lance Secretan presents a brief summary of each component, such as “inspiration”, “courage”, “service”, or “the science of using inspiring language”. Each module comes with an Instructor’s Guide and teachers are Certified by the Secretan Center to deliver these modules. The program is adapted to fit the current needs of clients and all necessary customized teaching materials are provided. Three sample modules may be viewed here (please bear in mind that these were custom-designed for a [specific client](#)).

## Book Discussion Groups

Dr. Lance Secretan has authored 15 books about leadership. For the most recent four ([The Spark, the Flame and the Torch](#), [ONE: The Art and Practice of Conscious Leadership](#), [Inspire! What Great Leaders Do](#) and [Reclaiming Higher Ground](#)) Book Discussion Group outlines have been created. These are outlines that describe how to establish discussions and learning programs that lead to a deeper understanding of the concepts within each of the books. Here you will find information about how to begin a dialogue, run a workshop or facilitate a meeting, enter into discussions about key ideas from each of the books and ways to deepen your knowledge about the ideas and concepts described in them.

## 5 Dynamics™

We become inspired as a result of many things, and one of them is through building *inspiring relationships*. [5 Dynamics™](#) is an instrument that measures the way people learn and engage with each other. There are always dysfunctions in teams, and these tend to be uninspiring. 5 Dynamics™ represents a way to unlock inspiration in teams by removing the dysfunctions and restoring respect and passion. A free limited version of this instrument is available with the purchase of [The Spark, the Flame and the Torch](#), and [can be located here](#).

## Assessment Tools

The Secretan Center offers a [wide variety of assessment tools](#). Generally, these seek to break new ground both with the methodology used as well as relevance.

1. The [Vector 360° Leadership Survey](#) measures the quality of leadership within an organization at the individual and team level. Upon completion, an eighteen-page report is produced. There is a limited, free, personal version of this assessment instrument [here](#).



2. [The CASTLE® Organizational Survey](#) measures the cultural climate of an organization based on the breakthrough concepts described in [ONE: The Art and Practice of Conscious Leadership](#), and [The Spark, the Flame, and the Torch](#). A limited, free, personal version of this assessment tool is available [here](#).
3. The [Job Burnout Survey](#) measure the level of stress being experienced by an individual in their current work situation. It is free.
4. The [SoulScreen](#) is a free survey which measures the degree to which one's soul (as opposed to the ego, measure by more traditional instruments) is engaged by the current work environment.

## Background

Dr. Lance Secretan founded The Secretan Center after successful careers as a Fortune 200 CEO and an award-winning university professor and writer. Years of research and working with leaders from every field, including 30 of *Fortune's Most Admired Companies*, and 11 of *Fortune's Best Companies to Work for in America*, as well as leaders of academia, religious institutions, government and healthcare, has led to remarkable strategic transformations, corporate reinventions and stellar recoveries and performance. An expert athlete, he sought to replicate the successes he had experienced in these disparate fields within executive teams, guiding them to unusual levels of high performance. Lance Secretan has documented many of these experiences in 15 important books—many bestsellers—on organizational dynamics, performance and building a sustainable organization in the 21<sup>st</sup> Century. He is supported by a world-class team of [Certified Faculty](#), Coaches and Teachers.