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Learning Point Group

Learning Point is a full-service consulting firm that focuses on leadership, team, and organizational development. We are based in the Pacific Northwest and do work around the world. Our purpose is to enhance your success by helping you build commitment, competence, and collaboration in your workforce. You provide the leadership. We provide the tools, training, and roadmaps. Together we create success. And we help you measure that success every step of the way.

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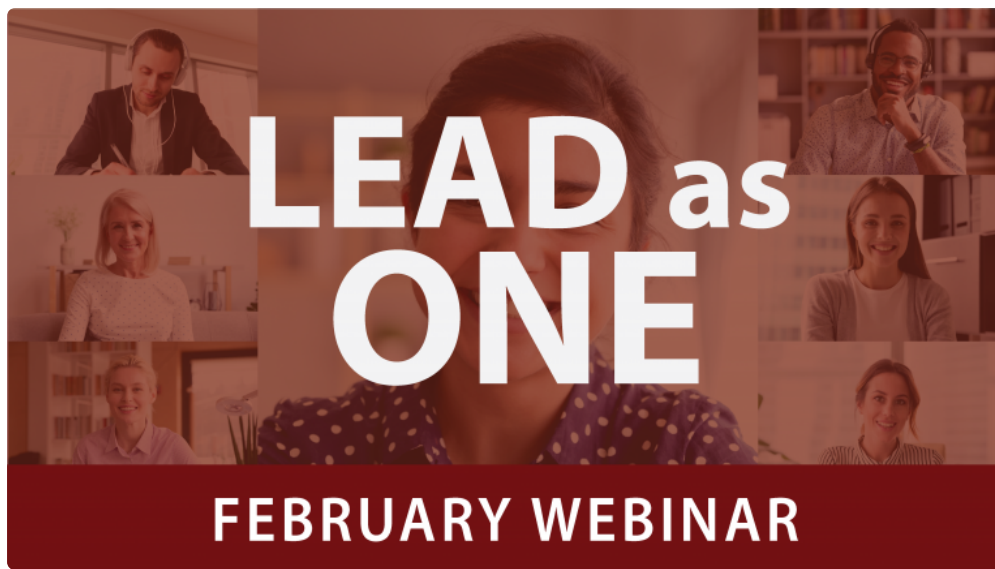
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On a rainy Thursday in Seattle a few years back, I saw a senior leadership team implode over a whiteboard.

Six executives, 6 markers, and 6 different priorities. One leader circled income forecasts three times. Another kept erasing anything that was not about client impact. Somebody whispered, "We have actually spoken about this for months," and pushed their chair back. You might feel the aggravation in the room.

They were not short on intelligence or experience. What they lacked was shared commitment, visible competence as a team, and a way to team up without grinding each other down.

The minute that moved whatever was stealthily simple. We did not add another structure or grand strategy. I introduced three little leadership tools, then remained primarily out of the way while they practiced using them in genuine time. Within ninety minutes, they had a clear set of agreements, more honest discussion than they had handled in 6 months, and something uncommon: quiet confidence that they could do this together.



Leadership team coaching is not about turning executives into best humans. It has to do with offering talented individuals useful methods to line up, choose, and overcome conflict without losing trust. Many of the most beneficial tools are compact enough to fit on a single sheet of paper, yet deep adequate to use for years.

This post walks through those sort of tools, formed by genuine leadership training experiences with teams from the Pacific Northwest and beyond, and tuned for leaders who want more than slogans and slides.

Why team leadership work feels harder than it should

Most teams do not fail since of weak method. They falter in the quieter, more human places.

You see it when a CEO says, "We agreed on this last quarter," and 3 executives look blank. Or when a senior leader tells me independently, "My peers are fantastic individually, but in a room together we are terrible." The space in between possible and performance typically boils down to three missing aspects: continual commitment, demonstrated proficiency, and healthy collaboration.

Commitment is not simply contract. It is clearness about what we will do, what we will not do, and what we will sacrifice together. Skills is not just individual ability. It is the ability of the leadership team to believe, choose, and act as a coherent unit. Partnership is not being nice to each other. It is the capability to emerge tough truths, hash out trade offs, and then leave the room combined enough that your teams are not confused.

Leadership development programs generally target individuals. Those have worth, however if you train ten leaders in seclusion and after that toss them back into a misaligned team, the majority of that value evaporates. The friction in the system will subdue the fresh insight in their notebooks.

Leadership team coaching targets at the system itself. The unit of change is not simply "you as a leader," but "us as a leadership team." The tools that work best in this context tend to share three characteristics:

1. They are simple adequate to describe on a flip chart.
2. They are robust sufficient to endure genuine organizational pressure.
3. They enter into the way the team runs business, not just part of a workshop.

Let us take a look at some of those tools in detail.

Tool 1: A shared agenda that is not a calendar

One of the most common failure patterns I see in leadership workshops is a packed program that looks impressive and accomplishes almost nothing. The day fills with status updates, discussion decks, and courteous concerns. By the end, everybody is exhausted and behind on e-mail, yet nobody can name three concrete choices that were made.

A leadership team's program must work more like a contract than a schedule. It responds to 3 concerns before anybody walks into the space:

- What are business results we must move today?
- What are the relationship results we wish to safeguard or strengthen?
- What do we need to find out or clarify so we can move faster later?

A simple tool that typically alters the tone of leadership conferences is the "3 x 3 program." Rather of a long list of subjects, the team settles on three outcomes, three choices, and three questions.

Here is how it operates in practice. Before each recurring leadership session, the conference owner sends out a one page pre read with three brief areas:

1. Outcomes: For instance, "Align on the leading two top priorities for the next quarter," "Validate budget envelope for item launch," "Clarify ownership for customer churn method."
2. Decisions: For example, "Authorize or decline growth to the Denver workplace this fiscal year," "Select among 3 options for re org of operations," "Agree on metrics to track in weekly report."
3. Questions: For instance, "What are the two biggest risks we are not calling," "Where are we replicating effort across departments," "What are we doing that no longer fits our size and stage?"

When a team utilizes this tool consistently, a number of things shift with time. Individuals appear better prepared due to the fact that they understand the shape of the discussion. Less subjects sneak into the meeting as "fast updates" that steal time. Most significantly, the team starts to see itself as collectively responsible for the quality of its agenda instead of treating it as something the CEO or chief of personnel controls.

The trade off is genuine. A 3 x 3 agenda forces you to state no to a great deal of sound. Some leaders are at first uncomfortable leaving products off. The payoff is similarly real: more depth, clearer ownership, and a shared sense that the time together matters.

Tool 2: Dedications you can see, not just feel

During one leadership training in Portland, a VP of engineering finally snapped throughout a discussion about top priorities. He stated, "Every quarter we pretend to pick a couple of things, then we each return to our teams and keep doing our own list. We are not lying, exactly, however we are not sincere either."

He was right. The team did not lack intelligence. They did not have visible commitments.

Verbal contracts are vulnerable. The more complex your organization, the quicker they decay. To develop dedication that survives day-to-day pressure, leaders require an easy, noticeable artifact that records what they have really concurred to.

I frequently use a tool called the "Commitment Canvas." It is actually a large sheet of paper or shared digital board with a few boxes:

1. What we will achieve together in the next 90 days.
2. What we will deprioritize or stop.
3. What we clearly disagree on but will move on with anyway.

4. Who owns which part, consisting of decision rights.
5. What success will appear like in particular, observable terms.

The 3rd box is the one that alters habits. The majority of leadership teams try to reach full consensus. When they can not, they quietly accept disagree and then act independently. By adding an area for "disagree and commit," you make that stress noticeable and legitimate. Leaders can state, "I would not have picked this path, but I comprehend the reasoning, and here is what you can count on from me."

In one monetary services company based in Tacoma, a controversial argument around moving resources to digital products ended just when the COO composed on the canvas, "Marketing disagrees about timeline and threat, but devotes to resource the launch plan as proposed." That sentence did more for trust than another hour of debate would have.

The Commitment Canvas works best when it is kept alive. That implies revisiting it on a monthly basis or quarter, erasing what is done, and adjusting only outdoors. If you let it end up being a fixed artifact, it develops into yet another slide deck nobody reads.

Tool 3: Competence as a team, not just as individuals

During numerous leadership development sessions, participants introduce themselves by listing their accomplishments. When I ask, "What is this team understood for as a team," there is usually a pause. Someone will state, meticulously, "We are good at execution," however they hardly ever have evidence, and viewpoints vary widely.

A leadership team's skills shows up in cumulative routines. How rapidly do you make decisions with incomplete information. How reliably do you follow through on cross functional initiatives. How well do you interact clearness downstream. These are group muscles.

One useful tool to reinforce those muscles is what I call the "team abilities radar." It is an easy, rough instrument, however it creates powerful conversation.

You choose six to 8 capabilities that matter for your phase and strategy. For a high growth tech company in Seattle, that list might include things like "fast cross functional choice making," "healthy conflict," "situation planning," "talent calibration," and "client listening at the executive level." For a public sector firm in Olympia, the skills might lean more toward "stakeholder positioning," "policy impact assessment," and "interdepartmental coordination."

Each leader rates the team, not themselves individually, on a scale from one to 5 for each capability. The only rule is that a 3 means, "We do this reliably sufficient that I would bet my reputation on it most of the time." Scores of 4 and 5 must be rare.



When you overlay the ratings on a basic radar chart, the pattern is almost always unexpected. You might find that everyone presumed "healthy dispute" was a weak point, yet many people actually rate it as a four. Or you find that "quick decision making" is an one or two in the eyes of your a lot of execution minded leaders, although others believed it was fine.



The goal is not the chart. The objective is the story it forces you to tell each other. Where are the spaces in understanding. Which abilities matter most this year. What concrete habits would lift a particular capability by one point.

Teams that embrace this tool make much better options about leadership training and workshops. Instead of sending individuals to generic courses, they purchase experiences that deal with real, shared spaces. For example, if "circumstance preparation" is weak throughout the team, a facilitated offsite that overcomes three plausible financial futures will assist far more than another slide deck on strategy.

Tool 4: A simple collaboration protocol for difficult conversations

One of the most powerful leadership tools I have seen utilized from Vancouver, Washington to Singapore is also one of the simplest. It is a brief protocol that guides how leaders deal with emotionally filled, high stakes topics.

Most teams either prevent these conversations or wade into them without any structure, then question why everyone leaves annoyed. The procedure I teach has 3 stages, and I typically compose them on a flip chart at the

start of a meeting:

1. Clarity
2. Exploration
3. Commitment

Clarity implies we specify the problem together before we debate solutions. In practice, that might seem like, "Before we talk options, can we each state in one sentence what we think the real issue is." It is astonishing how often the team is not talking about the same thing.

Exploration is the phase where you ask, "What are at least 3 viable ways to manage this," and, "What is the strongest argument against the alternative you personally choose." The goal is not to win, it is to expand the set of serious possibilities and surface risks.

Commitment is where somebody proposes a way forward and asks clearly, "Can each of you cope with this and devote to supporting it openly." You slow down just enough time to avoid the pattern where individuals nod in the room and weaken beyond it.

I viewed a health care leadership team in Spokane use this procedure to browse whether to close a precious but unprofitable local center. Emotions were high. Each leader had personal relationships with staff there. Without structure, the meeting would have developed into a swirl of anecdotes and guilt.

By requiring themselves to move through clarity, expedition, and commitment, they reached a decision they might guarantee. They acknowledged the human cost, laid out a shift strategy, and agreed on specific messages to their teams. A year later, one of those leaders told me, [leadership team coaching](#) "That was the hardest choice of my profession, however because of how we did it, I sleep in the evening."

The edge case to look for is performative use. Some teams adopt the language of the protocol, but slip back into old habits underneath. You hear phrases like, "Let us check out," provided with a tone that actually means, "Let me convince you." If you observe that pattern, name it carefully. The protocol just works when leaders want to be affected, not simply to affect others.

Tool 5: The 60 minute stakeholder mirror

Leadership teams frequently make decisions in a room, then discover resistance when they share the result. They identify that resistance as "modification tiredness" or "lack of buy in," when in reality they never ever considered how the decision would land with real people.

One of the easiest coaching tools to develop much better cooperation across the company is the "stakeholder mirror." It takes 60 focused minutes and avoids a lot of downstream pain.

Here is a compact version as a list, because lots of teams like to print it and keep it near their white boards:

1. Name the choice in one clear sentence.
2. List the three to five stakeholder groups most affected.
3. For each group, address two questions: "What do they stand to get or lose," and, "What will they worry about."
4. Identify someone from each group you can sanity check with before completing the decision.
5. Adjust the decision or the communication strategy based upon what you discover, then share the "why" as plainly as the "what."

This tool does not need a huge job or long workshop. I have actually watched leadership teams in producing plants, nonprofits, and software business use it on the back of a napkin over coffee. The point is to interrupt the self referential bubble that senior leaders quickly slip into.

The trade off is speed. You can not always run a full stakeholder mirror for every single minor decision. The key is to book it for minutes that alter individuals's work, status, or identity in noticeable methods. In those cases, the extra hour more than spends for itself by lowering churn and confusion.

Bringing it together in real leadership workshops

You can learn about all these tools from a book, yet something different occurs when a real leadership team try outs them live. That is where leadership team coaching and thoughtfully developed leadership workshops make their keep.

When I work with leadership teams in the Pacific Northwest, I hardly ever begin with a lecture. Rather, we pick one or two current business obstacles and utilize them as the testing ground for brand-new tools. Rather than practicing on safe case studies, we work with the untidy truth that is currently on their plate.

A typical arc might look like this, stretched throughout a few months:

First, a short diagnostic conversation with each leader to understand their view of the team's strengths and friction points. You can not select the right leadership tools if you do not understand where the genuine stress lives.

Second, a working session where we present one structural tool, like the 3 x 3 agenda or the Commitment Canvas, and one social tool, like the collaboration procedure. The team uses them on a genuine problem, not a theoretical one.

Third, a follow up rhythm that reinforces use. This may be 30 minute coaching check ins focused just on how the tools are being used. Are leaders bringing the program discipline into their regular personnel meetings. Are they revisiting their visible commitments or letting them drift.

The essential part is what happens outside the formal events. The greatest leadership development typically slips in sideways. A CFO in Seattle once told me, "The important things that stuck was not the offsite, it was the moment 3 weeks later when my peers called me out, kindly, for slipping back into making unilateral choices. We had language for it due to the fact that of the tools we discovered."

When leadership training appreciates people's time, concentrates on genuine work, and equips them with a small set of repeatable practices, the culture begins to move. Not overnight, but in subtle, cumulative ways: clearer agendas, more sincere dispute, fewer "mysterious" choices, more shared ownership of outcomes.

Choosing tools that fit your context

Not every tool fits every team. I have actually seen the Dedication Canvas end up being a north star artifact for a growing business in Bend, while a comparable team in a more hierarchical culture found it too exposing. They required to begin with lighter weight practices before taking on noticeable disagreement.

A couple of guiding principles can assist you pick the best leadership tools for your situation:

Start where the discomfort is loudest. If your conferences seem like a blur of subjects with no closure, begin with program and choice tools. If trust is vulnerable, start with cooperation protocols that make it much safer to speak

truthfully. If positioning throughout departments is poor, stakeholder oriented tools frequently provide the fastest relief.

Respect your company's season. A startup sprinting to endure has different bandwidth than a mature business doing a multi year change. Ambitious leadership development strategies that do not match the season will be disregarded no matter how elegant they look on paper.

Involve the entire team in selection. When leaders co choose the tools they will utilize, adoption climbs up. I often put three or 4 alternatives on the wall and ask, "Which two would really help you next quarter," then step back. The conversation that follows is frequently more revealing than any evaluation report.

Lastly, plan for persistence. A tool used as soon as in a workshop is an event. A tool used every week for a year enters into your culture. The difference is hardly ever about brilliance. It is normally about someone on the team taking peaceful duty for keeping the practice alive long enough for it to feel normal.

From the Northwest to anywhere you lead

The Pacific Northwest has its own character: a mix of directness and reserve, development and pragmatism, a strong choice for meaningful work over fancy slogans. The leadership teams I have actually coached from Portland to Bellingham share a typical desire: to do right by their individuals and their objective, without getting lost in theory.

What I have actually learned, working with them and with teams far beyond this area, is that location matters less than discipline. The leadership tools that build commitment, competence, and cooperation are surprisingly universal. Whether you are leading a manufacturing company in Tacoma, a nonprofit in Boise, or an engineering center in Dublin, the fundamentals hold:

Make your shared dedications visible. Run conferences around outcomes and decisions, not updates. Practice structured ways to deal with hard discussions. Look at yourselves truthfully as a team, not just as a collection of high performing individuals. Keep in mind individuals whose lives your choices will change.

If you treat leadership team coaching as a one time occasion, you might get a short morale boost and some good photos from an offsite. If you treat it as a method to set up a small set of practical routines into the every day life of your team, you will feel the difference in your calendar, your discussions, and the stories your individuals outline what it is like to work there.

The tools are simple. The work is not constantly simple. However the payoff is a leadership team that can look each other in the eye on that rainy Thursday with 6 markers and one white boards, and say, "We understand how to do this together."

Learning Point Group is full service consulting firm

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Learning Point Group specializes in leadership development team development and organizational development helping companies build stronger leaders and more effective teams.

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Learning Point Group offers leadership training coaching learning journeys and customized development programs designed to enhance leadership skills across all levels of an organization.

How does Learning Point Group help improve team performance

Learning Point Group improves team performance through targeted training workshops coaching and development programs that strengthen communication collaboration and accountability within teams.

What types of leadership training programs does Learning Point Group provide

Learning Point Group provides programs such as leadership boot camps learning journeys and blended learning experiences that combine workshops coaching and on demand resources.

Does Learning Point Group offer virtual or in person training options

Learning Point Group offers both live virtual events and in person workshops allowing organizations to choose flexible training formats that meet their needs.

Who can benefit from Learning Point Group services

Learning Point Group services benefit emerging leaders frontline managers senior leaders and entire teams looking to improve leadership effectiveness and organizational performance.

What is included in Learning Point Group Smart Pass program

The Smart Pass program provides access to a variety of leadership development resources including live sessions on demand content and ongoing learning opportunities for continuous growth.

How does Learning Point Group measure leadership success

Learning Point Group measures leadership success by evaluating behavioral changes performance improvements and the overall impact of development programs on individuals and teams.

What is the Learning Point Group leadership boot camp

The leadership boot camp is an intensive program designed to build core leadership skills through practical training exercises real world application and guided development.

How does Learning Point Group customize training for organizations

Learning Point Group customizes training by aligning programs with an organizations goals culture and challenges ensuring that learning solutions are relevant and impactful.

Where is Learning Point Group located?

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