

Business Name: Learning Point Group

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

Six executives, 6 markers, and 6 various concerns. One leader circled around profits projections 3 times. Another kept removing anything that was not about consumer effect. Somebody murmured, "We've spoken about this for months," and pressed their chair back. You could feel the frustration in the room.

They were not brief on intelligence or experience. What they did not have was shared dedication, visible skills as a team, and a method to work together without grinding each other down.

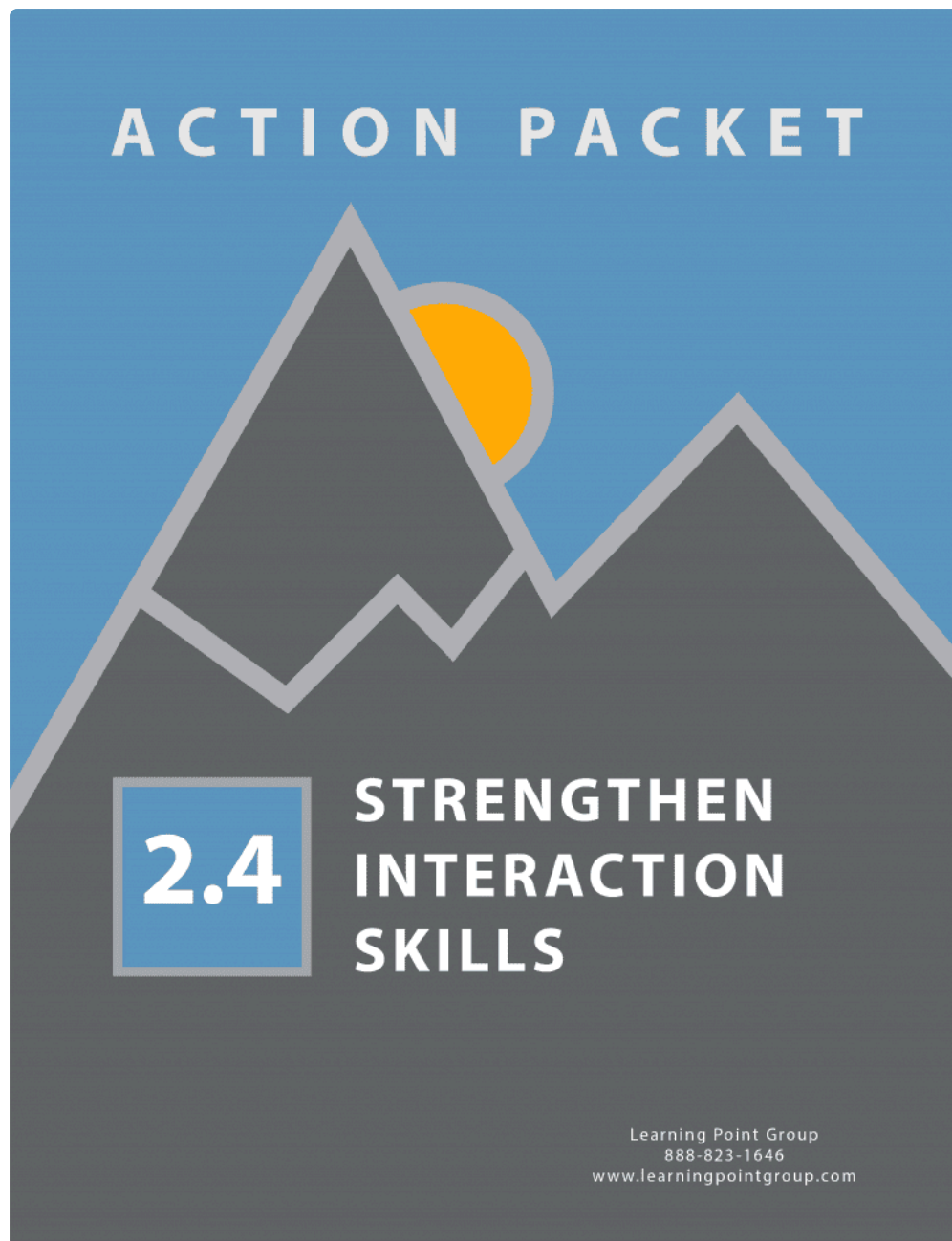
The moment that moved whatever was stealthily easy. We did not add another framework or grand strategy. I introduced three little leadership tools, then remained primarily out of the method while they practiced utilizing them in genuine time. Within ninety minutes, they had a clear set of arrangements, more truthful discussion than they had handled in six months, and something unusual: quiet self-confidence that they could do this together.

Leadership team coaching is not about turning executives into perfect humans. It has to do with giving gifted people practical ways to align, choose, and work through dispute without losing trust. Many of the most helpful tools are compact enough to fit on a single sheet of paper, yet deep adequate to use for years.

This short article 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 stop working because of weak strategy. They fail in the quieter, more human places.



You see it when a CEO states, "We agreed on this last quarter," and 3 executives look blank. Or when a senior leader informs me independently, "My peers are great separately, however in a room together we are horrible." The gap between potential and efficiency frequently boils down to three missing out on components: continual dedication, showed skills, and healthy collaboration.

Commitment is not simply contract. It is clarity about what we will do, what we will refrain from doing, and what we will sacrifice together. Skills is not only individual ability. It is the capability of the leadership team to think, decide, and act as a meaningful unit. Cooperation is not being good to each other. It is the capability to

leadership training surface tough facts, hash out trade offs, and after that leave the room combined enough that your teams are not confused.

Leadership development programs typically target people. Those have worth, but if you train 10 leaders in seclusion and after that toss them back into a misaligned team, most of that value vaporizes. The friction in the system will subdue the fresh insight in their notebooks.

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

1. They are simple enough to explain on a flip chart.
2. They are robust adequate to survive genuine organizational pressure.
3. They become part of the method the team runs the business, not just part of a workshop.

Let us look at a few of those tools in detail.

Tool 1: A shared program that is not a calendar

One of the most common failure patterns I see in leadership workshops is a packed agenda that looks outstanding and achieves practically absolutely nothing. The day fills with status updates, discussion decks, and polite concerns. By the end, everybody is tired and behind on email, yet nobody can name 3 concrete choices that were made.

A leadership team's agenda need to work more like a contract than a schedule. It responds to 3 concerns before anyone strolls into the room:

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

A basic tool that typically changes the tone of leadership meetings is the "3 x 3 agenda." Instead of a long list of topics, the team agrees on three outcomes, three choices, and three questions.

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

1. Outcomes: For instance, "Align on the leading 2 top priorities for the next quarter," "Confirm budget envelope for product launch," "Clarify ownership for client churn strategy."
2. Decisions: For example, "Approve or decrease expansion to the Denver office this fiscal year," "Select one of 3 choices for re org of operations," "Settle on metrics to track in weekly report."
3. Questions: For instance, "What are the two biggest threats we are not calling," "Where are we replicating effort throughout divisions," "What are we doing that no longer fits our size and phase?"

When a team utilizes this tool consistently, several things shift over time. People show up much better ready due to the fact that they know the shape of the conversation. Less topics slip into the meeting as "quick updates" that take time. Most significantly, the team begins to see itself as jointly responsible for the quality of its program instead of treating it as something the CEO or chief of personnel controls.

The trade off is real. A 3 x 3 program forces you to say no to a great deal of sound. Some leaders are initially uncomfortable leaving items off. The payoff is similarly real: more depth, clearer ownership, and a shared sense that the time together matters.

Tool 2: Commitments you can see, not simply feel

During one leadership training in Portland, a VP of engineering finally snapped throughout a discussion about top priorities. He said, "Every quarter we pretend to select a few 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 absence intelligence. They lacked visible commitments.

Verbal agreements are delicate. The more complex your company, the quicker they decay. To develop commitment that endures everyday pressure, leaders need a simple, noticeable artifact that captures what they have actually truly agreed to.

I often use a tool called the "Dedication Canvas." It is literally a large sheet of paper or shared digital board with a few boxes:

1. What we will attain together in the next 90 days.
2. What we will deprioritize or stop.
3. What we clearly disagree on however will progress with anyway.
4. Who owns which part, consisting of decision rights.
5. What success will look like in specific, observable terms.

The 3rd box is the one that alters habits. Many leadership teams try to reach complete agreement. When they can not, they silently consent to disagree and then act individually. By including a space for "disagree and dedicate," you make that stress visible and genuine. Leaders can say, "I would not have selected this course, however I understand the rationale, and here is what you can rely on from me."

In one monetary services firm based in Tacoma, a contentious dispute around moving resources to digital products ended only when the COO composed on the canvas, "Marketing disagrees about timeline and risk, however commits to resource the launch plan as proposed." That sentence did more for trust than another hour of argument would have.

The Dedication Canvas works best when it is kept alive. That means reviewing it each month or quarter, crossing out what is done, and changing just in the open. If you let it become a static artifact, it becomes yet another slide deck no one reads.

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

During numerous leadership development sessions, participants present themselves by noting their achievements. When I ask, "What is this team understood for as a team," there is generally a pause. Someone will state, meticulously, "We are good at execution," but they hardly ever have proof, and opinions vary widely.

A leadership team's competence shows up in collective routines. How rapidly do you make choices with incomplete data. How dependably do you follow through on cross functional efforts. How well do you interact clarity downstream. These are group muscles.

One useful tool to strengthen those muscles is what I call the "team skills radar." It is a basic, rough instrument, but it creates effective conversation.

You choose six to 8 abilities that matter for your phase and method. For a high development tech company in Seattle, that list may consist of things like "quick cross functional decision making," "healthy conflict," "situation preparation," "talent calibration," and "client listening at the executive level." For a public sector agency in

Olympia, the skills might lean more towards "stakeholder positioning," "policy impact assessment," and "interdepartmental coordination."

Each leader rates the team, not themselves separately, on a scale from one to 5 for each ability. The only guideline is that a 3 methods, "We do this dependably enough that I would bet my credibility on it the majority of the time." Ratings of 4 and five must be rare.

When you overlay the scores on a basic radar chart, the pattern is usually unexpected. You may discover that everybody presumed "healthy dispute" was a weak point, yet most people in fact rate it as a four. Or you find that "fast decision making" is an one or two in the eyes of your many execution minded leaders, although others thought it was fine.

The goal is not the chart. The goal is the story it requires you to tell each other. Where are the gaps in perception. Which skills matter most this year. What concrete behaviors would raise a particular ability by one point.

Teams that adopt this tool make much better choices about leadership training and workshops. Instead of sending out people to generic courses, they invest in experiences that attend to genuine, shared spaces. For example, if "scenario preparation" is weak across the team, an assisted in offsite that overcomes three plausible financial futures will assist far more than another slide deck on strategy.

Tool 4: A basic collaboration protocol for tough conversations

One of the most effective leadership tools I have actually seen used from Vancouver, Washington to Singapore is also one of the easiest. It is a short procedure that guides how leaders deal with emotionally loaded, high stakes topics.

Most teams either prevent these discussions or wade into them with no structure, then wonder why everybody leaves disappointed. The procedure I teach has 3 phases, and I often write them on a flip chart at the start of a meeting:

1. Clarity
2. Exploration
3. Commitment

Clarity suggests we specify the problem together before we discuss services. In practice, that might seem like, "Before we talk alternatives, can we each state in one sentence what we think the real concern is." It is impressive how typically the team is not discussing the very same thing.

Exploration is the phase where you ask, "What are at least 3 viable ways to handle this," and, "What is the greatest argument against the choice you personally choose." The objective is not to win, it is to broaden the set of major possibilities and surface risks.

Commitment is where somebody proposes a way forward and asks clearly, "Can each of you live with this and devote to supporting it publicly." You decrease simply enough time to prevent the pattern where people nod in the space and weaken outside of it.

I saw a healthcare leadership team in Spokane use this procedure to navigate whether to close a precious but unprofitable regional clinic. Feelings were high. Each leader had individual relationships with staff there. Without structure, the meeting would have turned into a swirl of anecdotes and guilt.

By requiring themselves to move through clarity, expedition, and dedication, they reached a choice they might back up. They acknowledged the human cost, described a transition plan, and settled on specific messages to

their teams. A year later on, among those leaders informed me, "That was the hardest decision of my profession, however because of how we did it, I sleep during the night."

The edge case to look for is performative usage. Some teams adopt the language of the procedure, however slip back into old habits beneath. You hear phrases like, "Let us check out," delivered with a tone that truly suggests, "Let me persuade you." If you discover that pattern, name it carefully. The procedure just works when leaders are willing to be influenced, not simply to influence others.

Tool 5: The 60 minute stakeholder mirror

Leadership teams typically make choices in a space, then discover resistance when they share the outcome. They identify that resistance as "modification fatigue" or "absence of buy in," when in truth they never ever thought about how the choice would land with real people.

One of the easiest coaching tools to develop better partnership throughout the organization 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 many teams like to print it and keep it near their white boards:

1. Name the choice in one clear sentence.
2. List the 3 to 5 stakeholder groups most affected.
3. For each group, address two concerns: "What do they stand to gain or lose," and, "What will they stress over."
4. Identify someone from each group you can sanity talk to before settling the decision.
5. Adjust the choice or the interaction strategy based on what you learn, then share the "why" as plainly as the "what."

This tool does not require a big task or long workshop. I have seen leadership teams in making plants, nonprofits, and software business utilize it on the back of a napkin over coffee. The point is to interrupt the self referential bubble that senior leaders easily slip into.

The trade off is speed. You can not constantly run a full stakeholder mirror for every small decision. The secret is to schedule it for moments that change individuals's work, status, or identity in noticeable ways. In those cases, the additional hour more than spends for itself by lowering churn and confusion.

Bringing it together in real leadership workshops

You can find out about all these tools from a book, yet something various happens when a genuine leadership team experiments with them live. That is where leadership team coaching and attentively developed leadership workshops earn their keep.

When I work with leadership teams in the Pacific Northwest, I seldom begin with a lecture. Rather, we pick one or two current service obstacles and utilize them as the testing room for new tools. Rather than practicing on harmless case research studies, we deal with the untidy reality that is currently on their plate.

A common arc may appear like this, extended throughout a few months:

First, a brief diagnostic discussion with each leader to comprehend their view of the team's strengths and friction points. You can not pick the best leadership tools if you do not know where the genuine tension lives.

Second, a working session where we present one structural tool, like the 3 x 3 program or the Dedication Canvas, and one interpersonal tool, like the collaboration protocol. The team uses them on a real problem, not a theoretical one.

Third, a follow up rhythm that strengthens use. This might be thirty minutes coaching check ins focused only on how the tools are being used. Are leaders bringing the agenda discipline into their routine staff meetings. Are they reviewing their noticeable commitments or letting them drift.

The most important part is what takes place outside the formal occasions. The strongest leadership development typically sneaks in sideways. A CFO in Seattle once told me, "The thing that stuck was not the offsite, it was the minute 3 weeks later when my peers called me out, kindly, for slipping back into making unilateral decisions. We had language for it since of the tools we found out."

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



Choosing tools that fit your context

Not every tool fits every team. I have seen the Commitment Canvas end up being a north star artifact for a growing business in Bend, while a comparable team in a more hierarchical culture discovered it too exposing. They required to start with lighter weight practices before dealing with visible disagreement.

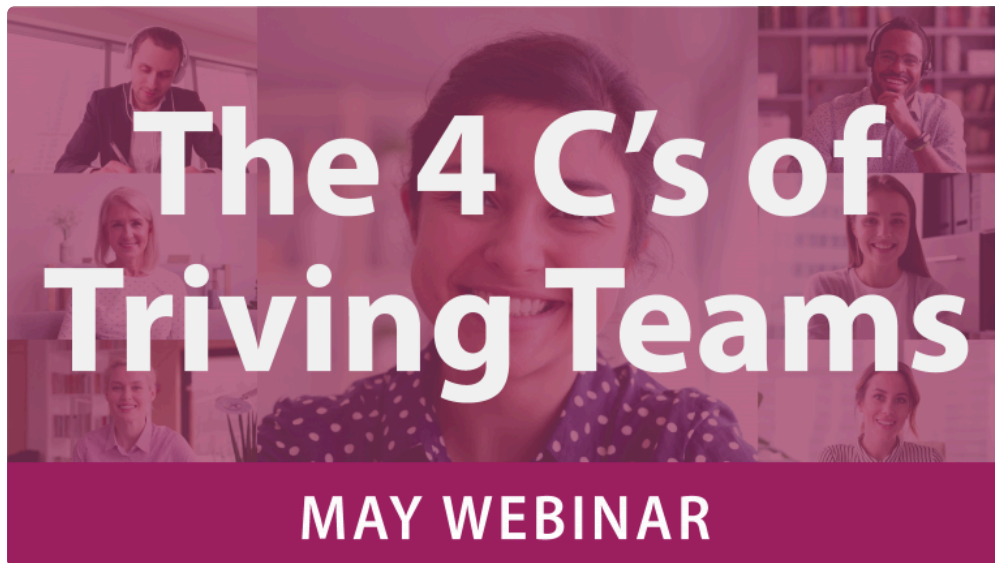
A few assisting principles can assist you select the best leadership tools for your scenario:

Start where the discomfort is loudest. If your meetings seem like a blur of topics with no closure, begin with agenda and choice tools. If trust is vulnerable, start with partnership procedures that make it more secure to speak honestly. If alignment across departments is bad, stakeholder oriented tools frequently offer the fastest relief.

Respect your organization's season. A start-up running to endure has different bandwidth than a mature business doing a multi year transformation. Enthusiastic leadership development strategies that do not match the season will be disregarded no matter how sophisticated they search paper.

Involve the whole team in selection. When leaders co choose the tools they will use, adoption climbs up. I typically put 3 or four choices on the wall and ask, "Which 2 would actually assist you next quarter," then go back. The discussion that follows is typically more revealing than any assessment report.

Lastly, prepare for determination. A tool utilized when in a workshop is an occasion. A tool used every week for a year enters into your culture. The distinction is hardly ever about radiance. It is typically about someone on the team taking quiet responsibility for keeping the practice alive enough time 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 significant work over flashy mottos. The leadership teams I have actually coached from Portland to Bellingham share a common desire: to do right by their individuals and their mission, without getting lost in theory.

What I have actually learned, working with them and with teams far beyond this region, is that geography matters less than discipline. The leadership tools that develop dedication, skills, and cooperation are surprisingly universal. Whether you are leading a manufacturing company in Tacoma, a not-for-profit in Boise, or an engineering center in Dublin, the fundamentals hold:

Make your shared dedications visible. Run conferences around results and choices, not updates. Practice structured ways to deal with difficult discussions. Take a look at yourselves honestly as a team, not simply as a collection of high performing people. Remember individuals whose lives your choices will change.

If you deal with leadership team coaching as a one time event, you might get a quick morale increase and some great pictures from an offsite. If you treat it as a method to set up a small set of practical routines into the daily life of your team, you will feel the difference in your calendar, your conversations, and the stories your individuals tell about what it is like to work there.

The tools are easy. The work is not constantly simple. But the benefit is a leadership team that can look each other in the eye on that rainy Thursday with 6 markers and one whiteboard, and state, "We know how to do this together."

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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.

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

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

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

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

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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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