

# THE GOOD WOLF GROUP

The Ascending Life

## Consulting Agreement

This Agreement is entered into between the City of Peoria Innovation Team, 456 Fulton St, Suite 420B, Peoria, IL 61602 ("Company") and The Good Wolf Group, LLC., 475 14th Street, Brooklyn, NY 11215 ("Consultant").

- 1. Consultant:** Subject to the terms and conditions of this Agreement, Company hereby engages Consultant as an independent consultant to perform the services set forth herein, and the Consultant hereby accepts such engagement.
- 2. Duties, Term, Responsibilities, and Compensation:** Consultant's duties, term of engagement, responsibilities, compensation, and provisions for payment thereof shall be as set forth in the Statement of Work provided to Company by Consultant and which is attached as Exhibit A, which may be amended in writing from time to time or supplemented with subsequent estimates for services to be rendered by the Consultant and agreed to by Company and which collectively are hereby incorporated by reference. Additionally, special areas of responsibility for either Consultant or Company will be outlined in Exhibit A.
- 3. Termination, Modification or Amendment:** This agreement may be terminated, modified or amended at any time with the mutual consent of both parties in writing.
- 4. Independent Contractor:** This Agreement shall not render Consultant an employee, partner, agent of, or joint venturer with Company for any purpose. Consultant is and will remain an independent consultant in its relationship to Company. Company shall not be responsible for withholding taxes with respect to Consultant's compensation hereunder. Consultant shall have no claim against Company hereunder or otherwise for vacation pay, sick leave, retirement benefits, social security, worker's compensation, health or disability benefits, unemployment insurance benefits, or employee benefits of any kind.
- 5. Human Rights Act:** This Agreement will be subject to and governed by the rules and regulations of the Illinois Human Rights Act 775ILCS5/1-101 et seq. and as amended. And the provision of Chapter 775 of the Illinois Compiled Statutes 5/2-105 on Sexual Harassment policies.

**6. Affirmative Action Requirements:** Consultant will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual harassment, ancestry, national origin, place of birth, age or a physical or mental handicap which would not interfere with the efficient performance of the job in question. Consultant will take affirmative action to comply with the provision of this division and will require any subcontractor to submit to the City of Peoria written commitment to comply with this division. The Consultant will distribute copies of this commitment to all persons who participate in recruitment, screening, referral and selection of job applicants, prospective job applicants, member or prospective subcontractors.

i. Consultant agrees that the provision of Division 4 of Article III of Chapter 17 of the Code of the City of Peoria is hereby incorporated by reference, as if set out verbatim.

**7. Choice of Law:** The laws of the state of Illinois shall govern the validity of this Agreement, the construction of its terms, and the interpretation of the rights and duties of the parties hereto.

**8. Notices:** Any and all notices, demands, or other communications required or desired to be given hereunder by any party shall be in writing and shall be validly given or made to another party if personally served, sent by email, or if deposited in the United States mail. If such notice or demand is served personally, notice shall be deemed constructively made at the time of such personal service. If such notice, demand, or other communication is given by mail, such notice shall be conclusively deemed given five days after deposit thereof in the United States mail addressed to the party to whom such notice, demand, or other communication is to be given as follows:


*If to Company: City of Peoria Innovation Team, Anthony Corso, 456 Fulton St, Suite 420B, Peoria, IL 61602*


*If to Consultant: The Good Wolf Group, LLC., Didier Sylvain, 475 14th Street, Brooklyn, NY 11215*

Any party hereto may change its address for purposes of this paragraph by written notice given in the manner provided above.

**9. Unenforceability of Provisions:** If any provision of this Agreement, or any portion thereof, is held to be invalid and unenforceable, then the remainder of this Agreement shall nevertheless remain in full force and effect.

IN WITNESS WHEREOF the undersigned have executed this Agreement as of the day and year first written below. The parties hereto agree that facsimile or scanned/emailed signatures shall be as effective as if originals.

	Anthony Corso, Chief Innovation Officer	October 31, 2017
Signature	Printed Name/Title	Date
City of Peoria		

  
Signature  
The Good Wolf Group, LLC

Didier Sylvain/Faculty  
Printed Name/Title

October 16, 2017  
Date

## **EXHIBIT A**

### **Duties, Term, Compensation, and Responsibilities**

A mutually acceptable scope of work arranging the details of the workshop sessions below will be agreed to between Company and Consultant via email prior to the visit. The duties and the timeline for the consulting projects are listed below.

#### **Background**

The City of Peoria has been under significant transition and faces ongoing legacy issues and urban challenges. Caterpillar's recent announcement to relocate their headquarters will have first and second order consequences on the City and broader workforce. Much of the way the broader community and City government operate is in narrowly focused silos. As an active group, the City's government would like to figure out the strategies and skills to create alignment and progress against these challenges and opportunities. Given these challenges, moreover, the importance of having widespread and targeted adaptive strategy and execution is paramount. The goal of this proposal is to get the leadership capacity and alignment to where it is needed most.

#### **DUTIES**

The Good Wolf Group, LLC. (Consultant) will deliver the Adaptive Leadership workshop titled *Learning to Lead Adaptively* to up to 35 key stakeholders from the City of Peoria (Company), including the City Manager, Assistant City Manager, Department Heads and other key staff and partners.

*Learning to Lead Adaptively* is a two-day session designed to provide managers and executives with the tools to thrive in challenging environments. Adaptation requires the development of observation and reflection skills, the capacity to develop multiple interpretations, and the ability to plan deliberate interventions. Participants will gain and apply these skills to a critical work challenge and leave equipped to operate more strategically across the organization in order to make immediate impact. Specific outcomes include:

- Understanding and interpreting one's own leadership behaviors.
- Internalizing new tools and practices for mobilizing people across traditional loyalties.
- Identifying adaptations and competencies needed to make progress.
- Connecting the tools and concepts for application to participants' individual leadership challenges.
- Gaining insights from peers through group discussion and dialogue.

The Learning to Lead Adaptively workshop sessions will be delivered all-day on Monday November 6<sup>th</sup> and Tuesday November 7<sup>th</sup>, 2017.

The workshop follow-up will be scheduled at a mutually agreeable time between 2 to 4 weeks following the workshop and will take place remotely via videoconference or via phone conference call.

## **TERM**

This Agreement will be in effect through December 31, 2017

## **COMPENSATION**

### **Workshop Fee**

The cost for the two-day workshop—including design, preparation, logistics, delivery, and immediate follow-up—is a lump sum fee of **\$24,000**.

### **Presentation Material Expenses**

Company will cover the cost of printed and writing materials.

### **Travel Expenses**

Company will reimburse Consultant for the cost of meals, travel, and accommodations in an amount not-to-exceed **\$2,500**.

## **RESPONSIBILITIES**

Consultant will provide any digital presentation materials. For all presentations, Company will provide complete a/v equipment set up, including screen, projector, and laptop suitable for projecting any digital presentation materials. Company shall also provide printed and writing materials for use during the retreat workshop.

### **Proposed Program**

See Program Information attached as Exhibit B.

*End of Exhibit A*

## **EXHIBIT B**

### **Program Design for *Learning to Lead Adaptively***

#### **About Adaptive Leadership™**

What differentiates Adaptive Leadership from other leadership frameworks is the interweaving of three elements:

- a conceptual framework for thinking about challenges, called Adaptive Leadership;
- a set of techniques or skills for applying that framework, both strategically and tactically; and
- a delivery technology that strengthens the capacity of individuals (and through them, organizations) to endure the stresses of leading the adaptive change necessary for progress on real and current challenges that often have deeply personal connections and implications.

#### **Developing Adaptive Leadership Skills**

The development of the skills necessary to support Adaptive Leadership requires exposure to the framework and the language plus the opportunity to learn, hone, practice and apply those skills to specific challenges. Through this approach, people seeking to lead adaptive change develop the capacity to work through the inevitable resistance elicited by changes to deeply embedded values and patterns of behavior. Adaptive work is the work that helps people bridge the gap between values they stand for and aspire to (the preferred and proposed future) and current conditions.

Adaptive Leadership is difficult work, difficult because it involves helping individuals make hard value choices and difficult because it challenges what people hold dear, and thereby generates resistance from many of those affected. When people resist adaptive work, their first goal is to preserve what they have, and that means shutting down those advocating and leading the change.

But Adaptive Leadership is also inspiring because it connects to the human spirit and reconnects people to what they care deeply about. Taking the risks involved in adaptive leadership only makes sense in the service of an important purpose.

To develop Adaptive Leadership capacity in an individual or an organization requires an understanding of several key assumptions:

- **Adaptive vs. technical issues.** Technical problems are the ones we can define clearly and know how to solve; they usually fall to someone with the authority to address them. Adaptive issues are often hard to identify clearly, require changing hearts and minds, and often are championed by someone who cares but may not have the authority to effect change. When adaptive issues are involved, people have to learn new ways and must choose among what appear to be contradictory values.
- **Exercising authority vs. exercising leadership.** Technical issues can be managed. Adaptive issues require leadership to resolve them.
- **Leaders are made, not born.** Leadership is not inherent. Even highly talented people have critical things to learn to increase the odds of success as they move across contexts.
- **Those in authority are part of the problem.** If an organization is to make any deep change, key members of the organization, including the top team and the senior authority figure, often need to make their own adaptive change as well.

### ***Learning to Lead Adaptively Programming: Two-Day Workshop Design***

Utilizing a proven methodology that includes presentation, participant interaction, exercises, and lecture, program content will include:

- an introduction to the framework of Adaptive Leadership;
- the opportunity to develop and practice the practical skills of Adaptive Leadership in organizations;
- the practice of strategic and critical thinking in the context of performing Adaptive Leadership; and
- the opportunity to collectively and individually apply Adaptive Leadership skills to individual and organizational challenges facing them in their work.

## ***Learning to Lead Adaptively*** **City of Peoria Adaptive Leadership Retreat Agenda**

### **Day One, November 6, 2017**

#### The Definitions, Purpose, Challenges, and Skills of Leadership

- 8:30 – 9:00**      **Retreat Introduction by City Manager and i-team; Ice Breaker Activity by Alexander & Didier / Breakfast (catered)**  
Welcome from Peoria i-team and initial framing of how we will learn together. Ice Breaker Activity: Introduce participants to one another and have them share a story about themselves. What is the path not taken? What would you be doing today, had you made a different choice?
- 9:00 – 10:00**      **Introduction to Adaptation**  
Looking at Adaptive Leadership as a framework, a set of tools and competencies, which the City and i-team can use to navigate business, customers and partners. We will introduce why Adaptive Leadership is important at Peoria. What is the current gap of where we find ourselves today and where we want to be? What is our purpose? Brief framing and large group discussion.
- 10:00 – 10:15**      **Break**
- 10:15 – 11:00**      **Technical and Adaptive**  
Introduce the framing idea: Distinguish technical problems from adaptive challenges. The ability to recognize and apply the right skills to an adaptive challenge is critical to high performance. The most common waste of time and resources in an organization is when adaptive challenges are treated as technical problems. Because adaptive challenges often require a different approach to problem solving, being able to identify and distinguish between an adaptive and technical challenge, is critical for success. Introduce a group example and apply the framework. What are the adaptive elements?
- 11:00 – 11:45**      **Technical and Adaptive Application**  
Focus on practical application of adaptive vs. technical; structured discussion around their current adaptive challenges and completion of a worksheet. The session will begin with work individually, move to pair work and conclude with group check-in. Use of the *Discovering the Adaptive Challenge* worksheet.
- 11:45 – 12:30**      **Lunch (catered)**
- 12:30 – 1:15**      **Leadership and Authority**  
Framework introduction to a key principle that identifies the functions of authority versus the functions of leadership. This session identifies the different resources and strategies that can be employed when you exercise leadership or authority. Interactive teach piece using group dynamics.
- 1:15 – 1:45**      **Leadership and Authority Application**  
Participants address content around building formal and informal authority. Work individually and in small groups using the *Authorizing Environment* worksheet.
- 1:45 – 2:45**      **Peer Consulting Introduction**  
Introduction and large group practice of the peer consulting methodology. The peer consulting case methodology has been tested and used across business units for the last 30 years. It is specifically designed to increase the likelihood of sustainable, systemic change. Participants move ideas from concepts to internalized tools by 1) applying the concepts directly to their own business



challenges and 2) by building cohorts that can problem solve using each other as resources. Peer consulting fishbowl using the *Peer Consulting Methodology* packet.

<b>2:45 – 3:00</b>	<b>Break</b>
<b>3:00 – 4:30</b>	<b>Peer Consulting Application – Sessions I and II</b> Break into groups of four for peer consultation.
<b>4:30 – 4:45</b>	<b>Peer Consulting Debrief</b> Group share
<b>4:45 – 5:00</b>	<b>Group Reflection</b> Balcony reflection

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**The small group Peer Consulting sessions will focus on analytic and political skill development, including:**

- further development of the capacity to distinguish technical from adaptive work;
- assessing where others are “at”;
- delving beneath the presenting issue and behavior;
- reading authority figures for clues;
- finding partners in the enterprise;
- keeping the opposition close;
- accepting responsibility and ownership;
- acknowledging loss;
- modeling the behavior; and,
- accepting casualties.

## Day Two, November 7, 2017

### The Practice of Leadership

<b>8:00 – 8:30</b>	<b>Breakfast</b> (catered)
<b>8:30 – 9:00</b>	<b>Recap of Day One / Overview of Day Two</b>
<b>9:00 – 10:00</b>	<b>Thinking Politically</b> Traditional stakeholder analysis paints a two dimensional picture of other subgroups. Adaptive Leadership adds key components to illuminate the system's factions and create strategies for mobilizing people across traditional loyalties. The tools and concepts are applied to the individual leadership challenges. Role-play with a Peoria case example.
<b>10:00 – 10:30</b>	<b>Thinking Politically Application</b> Work individually and in small groups using the <i>Mapping the System</i> worksheet identifying the loyalties, values and losses that can stymie progress.
<b>10:30 – 10:45</b>	<b>Break</b>
<b>10:45 – 12:15</b>	<b>Peer Consulting Application – Sessions III and IV</b> Break into groups of four for peer consultation.
<b>12:15 – 12:30</b>	<b>Balcony Reflection</b>
<b>12:30 – 1:15</b>	<b>Lunch</b> (catered)
<b>1:15 – 2:45</b>	<b>Personalizing the Adaptive Challenge</b> This experiential activity, done in pairs and in the large group, identifies individual barriers to change and potential ways to move forward. Work individually and in pairs with group sharing using the <i>Personalizing the Adaptive Challenge</i> worksheet.
<b>2:45 – 3:00</b>	<b>Break</b>
<b>3:00 – 4:00</b>	<b>Experimentation and Smart Risk-taking</b> Adaptation requires innovation through a series of disciplined efforts to test assumptions and prototype new ways of working. The session encourages participants to learn from both successes and failures in order to create sustainable and lasting change. Work individually and in pairs to complete the <i>Experimentation and Smart Risk-Taking</i> worksheet.
<b>4:00 – 5:00</b>	<b>Action Planning</b> Discussion around cultivating plans and next steps. Leadership work is always risky and demanding. Luckily there are numerous things that you can do to anchor and rejuvenate yourself and build your career to survive acts of leadership throughout your lifetime. Small group work to develop a customized action plan based on key takeaways from the two day session. Individual action planning and work in pairs.
<b>5:00</b>	<b>Program Close</b>

*End of Exhibit B*