

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 couple of years earlier, I viewed a senior leadership team implode over a whiteboard.

Six executives, 6 markers, and six different top priorities. One leader circled earnings projections 3 times. Another kept removing anything that was not about customer impact. Someone muttered, "We have actually talked about this for months," and pressed their chair back. You might feel the aggravation in the room.

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

The minute that shifted whatever was deceptively easy. We did not add another structure or grand method. I presented three little leadership tools, then stayed mainly out of the method while they practiced utilizing them in real time. Within ninety minutes, they had a clear set of contracts, more sincere discussion than they had actually handled in six months, and something rare: peaceful self-confidence that they might do this together.

Leadership team coaching is not about turning executives into ideal humans. It is about providing skilled individuals useful methods to line up, decide, and overcome dispute without losing trust. Much of the most useful tools are compact sufficient to fit on a single sheet of paper, yet deep sufficient to utilize for years.

This short article strolls through those kinds of tools, shaped by real leadership training experiences with teams from the Pacific Northwest and beyond, and tuned for leaders who want more than mottos and slides.

Why team leadership work feels more difficult than it should

Most teams do not stop working because of weak method. They fail 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 informs me privately, "My peers are great individually, but in a room together we are terrible." The space between possible and efficiency often comes down to 3 missing out on aspects: sustained commitment, demonstrated proficiency, and healthy collaboration.

Commitment is not just arrangement. It is clearness about what we will do, what we will not do, and what we will compromise together. Proficiency is not just specific skill. It is the capability of the leadership team to believe, decide, and serve as a coherent unit. Collaboration is not being great to each other. It is the capacity to appear difficult realities, hash out trade offs, and after that leave the space unified enough that your teams are not confused.

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

Leadership team coaching focuses on the system itself. The system of modification is not just "you as a leader," however "us as a leadership team." The tools that work best in this context tend to share three traits:

1. They are easy enough to describe on a flip chart.
2. They are robust sufficient to survive real organizational pressure.
3. They become part of the way the team runs the business, not simply part of a workshop.

Let us take a look at a few 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 agenda that looks impressive and accomplishes almost absolutely nothing. The day fills with status updates, presentation decks, and courteous concerns. By the end, everyone is worn out and behind on e-mail, yet no one can name three concrete decisions that were made.

A leadership team's agenda ought to work more like an agreement than a schedule. It addresses three concerns before anybody walks into the space:

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

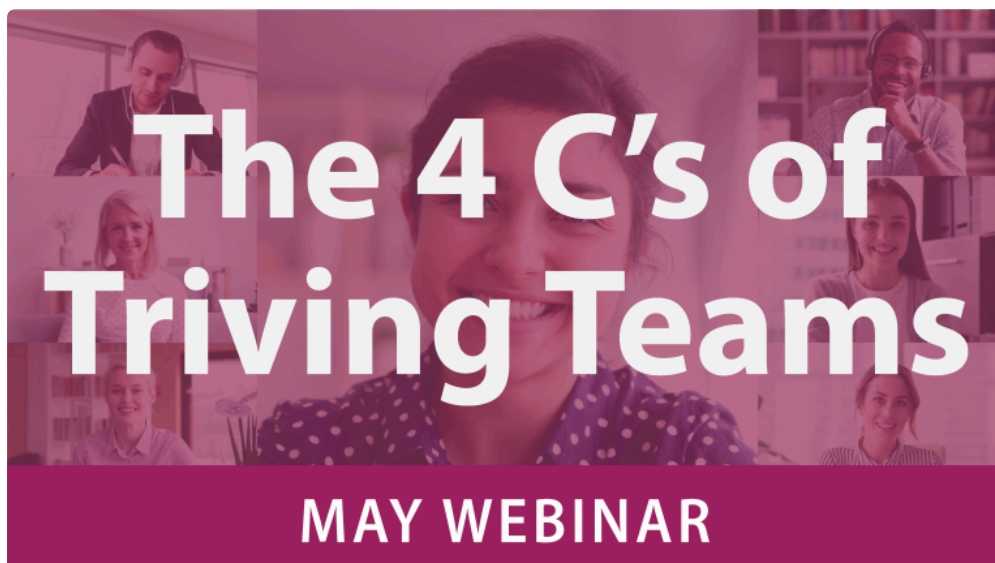
An easy tool that frequently alters the tone of leadership meetings is the "3 x 3 program." Rather of a long list of subjects, the team settles on 3 results, 3 decisions, and 3 questions.

Here is how it works in practice. Before each recurring leadership session, the conference owner sends out a one page pre read with 3 short sections:

1. Outcomes: For example, "Align on the leading two priorities for the next quarter," "Confirm spending plan envelope for item launch," "Clarify ownership for consumer churn method."
2. Decisions: For example, "Authorize or decline growth to the Denver workplace this fiscal year," "Select one of three options for re org of operations," "Agree on metrics to track in weekly report."
3. Questions: For example, "What are the 2 greatest risks we are not calling," "Where are we replicating effort throughout departments," "What are we doing that no longer fits our size and phase?"

When a team uses this tool regularly, numerous things shift in time. People show up much better prepared since they know the shape of the conversation. Fewer topics slip into the meeting as "quick updates" that steal time. Most notably, the team begins to see itself as collectively accountable 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 say no to a great deal of noise. Some leaders are at first uneasy leaving items off. The benefit is equally real: more depth, clearer ownership, and a shared sense that the time together matters.



Tool 2: Dedications you can see, not simply feel

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

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

Verbal contracts are vulnerable. The more complex your company, the faster they decay. To construct commitment that survives everyday pressure, leaders need a basic, visible artifact that records what they have actually genuinely agreed to.

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

The 3rd box is the one that alters behavior. Most leadership teams try to reach full agreement. When they can not, they quietly accept disagree and after that act individually. By adding an area for "disagree and devote," you make that stress visible and genuine. Leaders can say, "I would not have selected this path, but I understand the rationale, and here is what you can count on from me."



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

The Dedication Canvas works best when it is kept alive. That suggests reviewing it on a monthly basis or quarter, erasing what is done, and changing only outdoors. If you let it become a fixed artifact, it becomes yet another slide deck no one reads.

Tool 3: Proficiency as a team, not simply as individuals

During many leadership development sessions, participants introduce themselves by noting their achievements. When I ask, "What is this team understood for as a team," there is typically a time out. Someone will state, cautiously, "We are proficient at execution," however they hardly ever have evidence, and opinions vary widely.

A leadership team's competence shows up in collective habits. How rapidly do you make decisions with insufficient data. How reliably do you follow through on cross functional efforts. How well do you communicate clarity downstream. These are group muscles.

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

You choose six to eight abilities that matter for your stage and strategy. For a high growth tech company in Seattle, that list may consist of things like "fast cross functional choice making," "healthy dispute," "situation planning," "talent calibration," and "client listening at the executive level." For a public sector company in Olympia, the skills may lean more toward "stakeholder positioning," "policy impact evaluation," and "interdepartmental coordination."

Each leader rates the team, not themselves separately, on a scale from one to five for each ability. The only guideline is that a three ways, "We do this reliably sufficient that I would wager my track record on it the majority of the time." Ratings of four and five need to be rare.

When you overlay the ratings on an easy radar chart, the pattern is usually unexpected. You may find that everybody assumed "healthy dispute" was a weak point, yet many people actually rank it as a 4. Or you discover that "rapid decision making" is a couple of in the eyes of your a lot of execution minded leaders, despite the fact that others thought it was fine.

The goal is not the chart. The objective is the story it requires you to tell each other. Where are the spaces in perception. Which abilities matter most this year. What concrete habits would raise a specific ability by one point.

Teams that adopt this tool make much better options about leadership training and workshops. Instead of sending individuals to generic courses, they purchase experiences that attend to real, shared gaps. For instance, if "situation planning" is weak across the team, a helped with offsite that resolves three possible economic futures will assist far more than another slide deck on strategy.

Tool 4: A simple cooperation protocol for hard conversations

One of the most powerful leadership tools I have actually seen utilized from Vancouver, Washington to Singapore is likewise among the simplest. It is a short procedure that guides how leaders deal with mentally packed, high stakes topics.

Most teams either avoid these conversations or wade into them without any structure, then question why everybody leaves frustrated. The procedure I teach has three phases, and I typically write them on a flip chart at the start of a meeting:

1. Clarity
2. Exploration
3. Commitment

Clarity suggests we define the issue together before we dispute services. In practice, that might seem like, "Before we talk choices, can we each state in one sentence what we think the real concern is." It is impressive how often

the team is not talking about the exact same thing.

Exploration is the phase where you ask, "What are at least three practical methods to handle this," and, "What is the greatest argument against the alternative you personally choose." The goal is not to win, it is to broaden the set of major possibilities and surface area risks.

Commitment is where someone proposes a method forward and asks clearly, "Can each of you deal with this and dedicate to supporting it publicly." You decrease just long enough to avoid the pattern where individuals nod in the space and undermine beyond it.

I enjoyed a healthcare leadership team in Spokane use this protocol to navigate whether to close a cherished however unprofitable local center. Emotions were high. Each leader had individual relationships with staff there. Without structure, the meeting would have developed into a swirl of anecdotes and guilt.

By requiring themselves to move through clearness, exploration, and commitment, they reached a decision they could support. They acknowledged the human expense, outlined a transition strategy, and agreed on particular messages to their teams. A year later, one of those leaders informed me, "That was the hardest choice of my career, but since of how we did it, I sleep at night."

The edge case to expect is performative use. Some teams adopt the language of the procedure, however slip back into old practices below. You hear expressions like, "Let us check out," delivered with a tone that truly implies, "Let me encourage you." If you see that pattern, name it carefully. The protocol just works when leaders want to be affected, not just to affect others.

Tool 5: The 60 minute stakeholder mirror

Leadership teams frequently make choices in a room, then find resistance when they share the result. They label that resistance as "change fatigue" or "absence of buy in," when in reality they never ever considered how the decision would land with genuine people.

One of the most basic coaching tools to build better collaboration throughout the organization is the "stakeholder mirror." It takes 60 focused minutes and prevents a great deal of downstream pain.

Here is a compact variation as a list, because numerous teams like to print it and keep it near their whiteboard:

1. Name the choice in one clear sentence.
2. List the three to 5 stakeholder groups most affected.
3. For each group, respond to 2 concerns: "What do they stand to acquire or lose," and, "What will they stress over."
4. Identify a single person from each group you can sanity contact before finalizing the decision.
5. Adjust the decision or the communication strategy based on what you find out, then share the "why" as clearly as the "what."

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

The trade off is speed. You can not always run a full stakeholder mirror for every minor choice. The key is to book 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 reducing churn and confusion.

Bringing it together in real leadership workshops

You can learn more about all these tools from a book, yet something different happens when a genuine leadership team explores them live. That is where leadership team coaching and attentively created leadership workshops earn their keep.

When I work with leadership teams in the Pacific Northwest, I seldom begin with a lecture. Instead, we choose one or two existing company challenges and use them as the testing room for brand-new tools. Rather than practicing on harmless case studies, we work with the untidy reality that is already on their plate.

A common arc may look like this, stretched throughout a couple of months:

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

Second, a working session where we present one structural tool, [leadership development](#) like the 3 x 3 agenda or the Dedication Canvas, and one social tool, like the cooperation protocol. The team utilizes them on a genuine concern, not a theoretical one.

Third, a follow up rhythm that strengthens usage. This may be 30 minute coaching check ins focused only on how the tools are being used. Are leaders bringing the agenda discipline into their regular personnel conferences. Are they revisiting their noticeable commitments or letting them drift.

The most important part is what occurs outside the formal occasions. The strongest leadership development frequently slips in sideways. A CFO in Seattle once told me, "The thing that stuck was not the offsite, it was the moment three weeks later on when my peers called me out, kindly, for slipping back into making unilateral decisions. We had language for it since of the tools we discovered."

When leadership training appreciates individuals'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 programs, more honest argument, fewer "strange" decisions, more shared ownership of outcomes.

Choosing tools that fit your context

Not every tool fits every team. I have actually seen the Dedication Canvas become 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 begin with lighter weight practices before taking on noticeable disagreement.

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

Start where the discomfort is loudest. If your conferences feel like a blur of topics with no closure, start with agenda and decision tools. If trust is vulnerable, begin with partnership procedures that make it much safer to speak truthfully. If alignment across departments is bad, stakeholder oriented tools frequently provide the fastest relief.

Respect your organization's season. A start-up running to endure has different bandwidth than a fully grown business doing a multi year transformation. Ambitious leadership development plans that do not match the season will be overlooked no matter how classy they search paper.

Involve the entire team in choice. When leaders co choose the tools they will utilize, adoption climbs. I typically put 3 or four alternatives on the wall and ask, "Which two would in fact help you next quarter," then step back. The conversation that follows is typically more revealing than any evaluation report.

Lastly, prepare for determination. A tool used once in a workshop is an occasion. A tool used weekly for a year enters into your culture. The difference is seldom about radiance. It is typically about somebody 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 coached from Portland to Bellingham share a typical desire: to do right by their people and their mission, without getting lost in theory.

What I have discovered, working with them and with teams far beyond this area, is that location matters less than discipline. The leadership tools that develop commitment, skills, and cooperation are remarkably universal. Whether you are leading a producing company in Tacoma, a not-for-profit in Boise, or an engineering center in Dublin, the fundamentals hold:

Make your shared dedications visible. Run meetings around outcomes and decisions, not updates. Practice structured ways to manage tough conversations. Take a look at yourselves honestly as a team, not simply as a collection of high performing people. Keep in mind individuals whose lives your decisions will change.

If you treat leadership team coaching as a one time event, you might get a short spirits increase and some great photos from an offsite. If you treat it as a way to install a little set of practical practices into the life of your team, you will feel the difference in your calendar, your conversations, and the stories your people tell about what it is like to work there.

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

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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.

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.

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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.

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

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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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