

**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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A few years back, I walked into a leadership offsite that looked ideal on paper. Lovely hotel just outside the city. Printed agendas with color coding. Icebreakers, a method segment, a "fun" activity, and a closing circle. The executive sponsor opened with, "Let's believe big and be truly open with each other today."

By lunch on day one, every conversation had wandered back to status updates. People politely shared slide decks rather of coming to grips with hard choices. The team entrusted to a list of "next actions," however nothing had actually shifted. 3 months later, the very same unsolved tension sat under the surface area, and the exact same decisions were stuck.

That offsite did not stop working from absence of effort or spending plan. It stopped working since it was developed as a conference with better landscapes, not as an experience that would change how the leadership team worked together.

The difference in between an enjoyable offsite and a transformative leadership workshop is not magic. It is a set of options, comprised front, about results, structure, and guts. When you integrate thoughtful leadership development with the discipline of design, you give your team a real opportunity to change, not just to talk about change.



This post unloads how to do that from a professional's point of view.

## **Why most leadership workshops feel great but modification little**

When leaders inform me about frustrating offsites, a few patterns appear practically every time.

First, the objectives are unclear. "Line up on method." "Strengthen relationships." "Speak about culture." None of these are incorrect, but they are too fuzzy to assist design. If the objective is not specific, the workshop fills with whatever content is most convenient to prepare: presentations, functional updates, and recycled frameworks from generic leadership training.

Second, the real tensions stay off the table. Perhaps the item and sales leaders are in a quiet turf war. Possibly the CEO is preventing a hard decision about which bets to eliminate. Possibly people do not rely on one another enough to admit when they are lost. You can put those individuals in a great room with sticky notes and whiteboards. If the workshop is not designed to surface area and overcome that pain, the team will do what people always do. They will secure themselves first.

Third, ownership is uncertain. Often a chief of personnel or HR organization partner is informed, "Set up a leadership workshop," with a date and spending plan however little else. They scramble to discover a facilitator or put together a program. Leaders then arrive as participants in an event, not co-owners of the work. When that takes place, insight comes from the room, not to the team.

Finally, there is no prepare for what happens after. Everyone is enthusiastic, however nobody defines what success will appear like 30, 60, or 180 days later on. Without that, even strong insights vaporize under operational pressure.

If you recognize your own organization in any of that, you are not alone. The bright side is that each of these failure modes can be resolved with intentional design.

## **Start with the team, not the topics**

Before you think about material, think of this particular leadership team as if you were a coach working with a small group of athletes.

What are they really trying to accomplish together in the next 12 to 18 months? Where are they underperforming as a system, not as people? How do they speak to each other when something goes wrong? How do they make decisions that crossed functions?

This is where a leadership team coaching mindset becomes invaluable. Instead of asking, "What should we teach them?", ask, "What work does this team require to be able to do together that it currently can refrain from doing well enough?"

When I prepare to create a workshop, I normally interview a minimum of a subset of the team. I listen for moments where their voices tighten, where they accelerate, or where they go vague. Often, that is around problems like:

- conflicting concerns in between growth and success
- frustration about choice rights
- lack of trust in the data or each other
- a continuously moving strategy that never feels real

Those fault lines tell you where the workshop genuinely needs to go.

Here is an easy diagnostic you can use when scoping the session with the sponsor. These questions are not for the team; they are for you and whoever is commissioning the workshop:



1. If this team walked out of the workshop having changed simply one behavior in how they collaborate, what would genuinely move the needle for the business?
2. Where are you currently wasting time, cash, or skill since of how this team runs? Be concrete.
3. Which discussions are individuals having in smaller sized sub-groups, however not with the whole team in the space?
4. What has this team tried in the past that did not stick, and why?
5. What are you personally willing to place on the table as a leader during this workshop that you have actually not attended to directly before?

You will see that those questions are less about "what we should cover" and more about "who we require to become." That shift is the foundation of genuine leadership development.

# Clarify results that you can actually feel in the room

Clear results do not imply more KPIs. They mean naming what individuals will have the ability to do in a different way together by the end.

For example, instead of "improve cross-functional collaboration," you might define results like:

- The team agrees on 3 explicit choice rules for prioritizing cross-functional jobs.
- Each leader can name one habits they will stop and one they will start to lower friction with their peers.
- The team produces a one-page statement that describes the type of leadership culture they want to role model, in their own words.

Notice that these outcomes include habits, language, and artifacts. They are specific enough to shape activities, and they offer you a way to inspect, mid-workshop, whether you are on track.

When your outcomes are clear, they become a style short. Every block of time need to serve those outcomes. If a section does not help, it belongs in a different conference or a document sent before individuals arrive.

## From agenda to experience: style principles that alter teams

A program is a list of topics. An experience is how the day actually feels and what it takes out of people. Transformative leadership workshops take notice of the 2nd, not simply the first.

Here are several style principles that have shown powerful in practice.

### Sequence emotions, not simply subjects

Most offsites leap from icebreaker to strategy to operational deep dive with little idea for how safe or extended people feel at each moment. The result is irregular involvement. The very same confident voices speak up on every topic.

Instead, consider the emotional arc you want. Early on, individuals require to feel grounded and somewhat disarmed. That might indicate a brief personal story round about a time they took a threat as a leader, or a paired discussion about why they joined this business in the first location. Not cheesy video games, but genuine stories that expose something human.

Only when there is a bit of vulnerability in the space do you dive into controversial material like misaligned concerns or broken processes. If you do it in the opposite order, you get defensiveness.

Near the end, individuals need a mix of focus and hope. This is when you take shape choices, dedications, and the story of what this team is becoming.

### Alternate in between reflection and action

Adults do not alter because they heard an originality. They change since they see themselves more clearly and then try something different in a safe environment.

Good leadership training includes both reflection and practice. In workshops, that may appear like short solo journaling moments followed by little group discussion, then a whole-team decision exercise where people must put brand-new insights into play.

For example, after a conversation about choice rights, you may run a simulation: provide an imaginary however reasonable situation where budget, brand name danger, and client effect collide. Ask the group to make a

decision under time pressure using the new decision guidelines they simply discussed. Debrief not only the result, however how it felt to utilize those rules.

This blend turns abstract leadership tools into lived habits.

## **Design for sincerity, not comfort**

You can either have a comfortable offsite or an honest one. You seldom get both at the exact same time.

Designing for candor indicates structuring conversations so individuals can not hide behind slides or generic declarations. Instead of asking, "What do we need from each other?", attempt, "Share a specific moment in the last quarter where you felt pull down by this team, and what you want had taken place instead."

That type of conversation needs strong facilitation. It helps to develop working arrangements early, such as "we speak from our own experience," "we explain the impact, not assault the person," and "we presume favorable intent however do not avoid tough truths."

The facilitator's job is not to keep things smooth. It is to keep things safe enough that the genuine concerns can emerge.

## **When leadership team coaching meets workshop design**

Leadership team coaching and leadership workshops are often treated as different services. One is ongoing, the other episodic. The very best results come when you integrate them.

Think of the workshop as an extreme sprint inside a longer coaching procedure. The coaching work previously and after provides connection and depth.

Before the workshop, coaching conversations assist clarify outcomes, surface concealed stress, and build enough trust with the facilitator that people will take risks in the room.

During the workshop, a coaching stance alters the tone. Instead of the facilitator being a professional who "provides content," they are a partner assisting the team see itself more plainly. They name patterns in the moment: who interrupts whom, [Learning Point Group leadership tools](#) who wants to the CEO before speaking, where the energy drops. They ask concerns that slow the team down just enough to pick a different path.

After the workshop, regular leadership team coaching sessions assist the group protect their new arrangements. The facilitator can carefully ask three months later on, "You dedicated to choosing item priorities in this way. How are you in fact doing it, and where have you slipped back into old routines?"

This incorporated approach is much heavier than a one-off offsite, but it is even more likely to produce durable change.

## **A practical example: inside a two-day leadership workshop**

Abstract guidance works just approximately a point. Here is a simplified sketch of what a two-day workshop might appear like when developed for change instead of home entertainment. The precise structure would depend upon your context, but the reasoning carries over.

### **Day 1: surface area truth and shared ambition**

Morning often starts with context from the leader who commissioned the workshop. Not a long speech, however an honest description of why this group is here, why now, and what is at stake. When leaders gloss over the

stakes, individuals disengage. When they name the stress truthfully, individuals lean in.

Then we move into a personal exercise. For example, everyone interviews a peer for 5 minutes about a minute they felt pleased with the team and a minute they felt deeply disappointed. They then introduce their partner to the group utilizing those stories. This produces both connection and data.

Mid-morning shifts to mapping the system. The team draws the significant flows of work throughout functions on a whiteboard: how a client need becomes a shipped feature, how a big offer gets priced and approved, how a quality issue gets identified and attended to. As we annotate that map with traffic jams, handoffs, and sources of friction, patterns emerge. The conversation moves from "Sales never ever provides accurate projections" to "Here is the exact location where our process assurances misalignment every quarter."

Afternoon focuses on ambition. Not wordsmithing a vision declaration, but describing concrete future habits. For instance, "What will be significantly different in how we run our weekly leadership conference 6 months from now if we be successful?" Teams typically understand their goal is less about a shiny future state and more about fundamental disciplines such as making real tradeoffs, telling each other the reality, and keeping commitments throughout functions.

We close day 1 by surfacing elephants clearly. People compose, anonymously if needed, the one thing they believe "everyone understands however nobody is saying." We organize these inputs and select a few to work with the next morning.

## **Day 2: choices, contracts, and practice**

The 2nd day begins with those elephants. By this point, there is enough relationship and shared language that the team can challenge them. Perhaps one card states, "We state we are one team, however perks and recognition benefit silo wins." Another states, "We never ever tell the CEO when a method is unrealistic."

Working through 2 or 3 of these in information typically unlocks more change than any number of frameworks. It makes visible the space in between espoused values and real incentives or behaviors.

Late early morning, we move into structural options. That might involve clarifying decision rights with something as easy as, "For each of our top 5 cross-functional choices, who is the ultimate owner, who must be sought advice from, and what input is non-negotiable?" It can also include explicit contracts on which online forums will deal with which sort of concerns, to prevent every meeting becoming a catch-all.

Afternoon focuses on embedding. We select a little set of leadership tools that this team will use regularly for the next quarter. The secret is to pick tools that align with their real work, not trendy designs. For instance:

- a one-page choice log visible to the entire team
- a pre-read template that requires clearness on issue, options, and recommendation
- a brief "after-action evaluation" format for major launches or failures
- a basic behavioral agreement for conferences: how they begin, how they end, how dissent is handled

The day ends with individual and collective dedications. Each leader names, out loud, the one behavior they will practice for the next 60 days and invites their peers to hold them liable. The team likewise records in composing the arrangements they wish to revisit at the next check-in.

This is not theatrical. It specifies, typically uneasy, and remarkably energizing when done well.

## **Choosing leadership tools that really stick**

A typical mistake in leadership development is to present too many tools at the same time. You do an offsite, learn three designs, try out a new feedback structure, and settle on a various choice procedure. Within a month, individuals are overwhelmed and quietly go back to old ways.

Instead, treat leadership tools like software that should be embraced by an entire team. Start with what is triggering the most friction, then test a small number of tools that address those pain points.

If decisions are sluggish and murky, embrace one shared decision-making framework and one noticeable choice log. If trust is thin, focus on an easy method for routine peer feedback and a routine for resolving conflict when it surface areas. If technique is constantly fuzzy, use a one-page method story that you revisit together every quarter.

Importantly, tools require owners. For example, you may assign a rotating "meeting steward" who is responsible for using the meeting contract and debriefing at the end. These micro-roles make it more likely that new practices actually happen.

I have seen leadership teams transform more through consistent usage of 2 or 3 basic tools than through any variety of inspirational speeches.

## **Avoiding common traps**

Even well-intended leaders fall under foreseeable traps when developing workshops.

One trap is overwhelming the program. Due to the fact that it is unusual to have everybody together, there is a temptation to cram in every subject. The outcome is an out of breath marathon with no depth. When I push back and recommend cutting content, executives in some cases worry, "But we will miss our chance." The irony is that spreading attention too thin guarantees you will miss your chance to change anything meaningful.

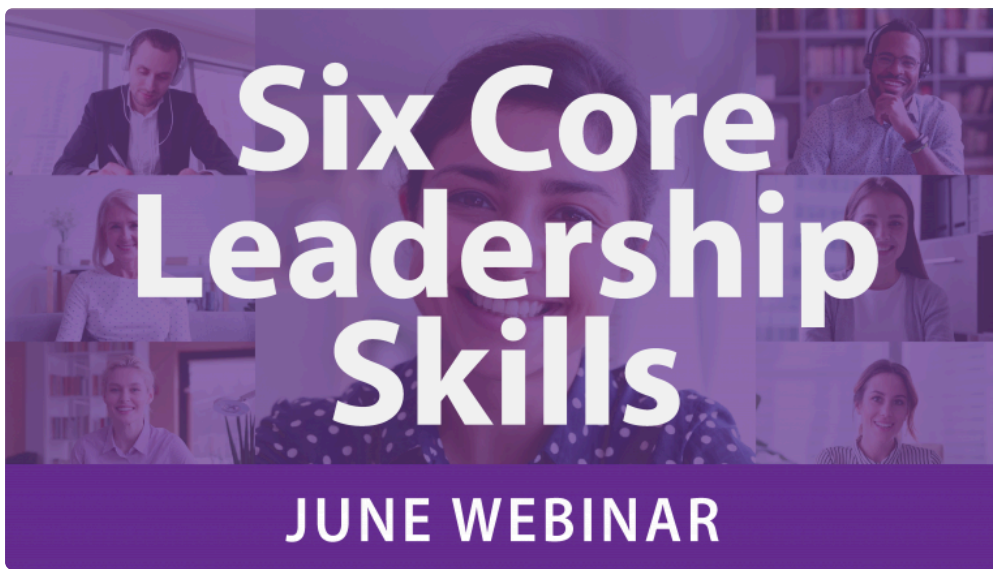
Another trap is outsourcing too much to an external facilitator. A great facilitator is invaluable, but they can not own the work for you. When the most senior leader in the room anticipates the facilitator to "fix the team," everyone else senses the range. The workshop ends up being an occasion troubled them, not a procedure they shape.

A third trap is using team-building activities as an alternative for difficult discussions. I am not against shared meals or outdoor activities. They can deepen relationships. However if you go from zipline to dinner to generic trust exercise without ever facing the genuine problems individuals awaken thinking about, it feels hollow.

Finally, there is the trap of pretending that the workshop itself is the service. It is not. It is an intervention inside a larger system of rewards, practices, and structures. If you do not line up those, even the very best workshop will ultimately lose to the gravity of the status quo.

## **Making the change last: the 90-day window**

The essential period for leadership development is not the workshop itself; it is the 90 days that follow. That is when new agreements either harden into norms or dissolve.



Design that follow-through before the workshop takes place. Treat it as part of the exact same engagement, not an optional add-on.

A simple, disciplined technique over those 90 days may include three elements.

First, schedule short, focused follow-up sessions with the leadership team every four to six weeks. These are not status conferences. They exist to check on the behaviors and tools you consented to check. The program can be as simple as: what did we dedicate to, what have we really done, what has actually helped, what has actually gotten in the way, what do we adjust?

Second, ask each leader to choose one coworker as a responsibility partner. They meet for 30 minutes every 2 weeks, not to discuss service jobs, but to reflect on how they are showing up as a leader relative to their workshop commitments. Peer accountability is frequently more powerful than top-down check-ins.

Third, link workshop outcomes explicitly to existing rhythms such as quarterly company evaluations or performance discussions. For instance, if the team specified brand-new choice guidelines, add a fast review of those guidelines to the opening of each QBR. If you created a leadership culture declaration, review one line of it at each month-to-month conference and ask "Where did we live this? Where did we violate it?"

When you treat the workshop as the ignition, and the next 90 days as the engine that either captures or stalls, you develop in a different way. You focus less on one best agenda and more on what the team need to practice together, repeatedly.

## **Bringing it all together**

Leadership workshops can be even more than enjoyable disruptions to the calendar. Done with objective, they are concentrated minutes of leadership training, honest reflection, and joint choice making that change the trajectory of a company.

The key is to start with the real work of the leadership team, not a pre-fabricated curriculum. Utilize a leadership team coaching mindset to see patterns, not just personalities. Clarify results you can feel in the room. Design an experience that sequences emotion and action, that focuses on sincerity over convenience, which introduces a small set of leadership tools the team is truly prepared to use.

Most of all, deal with the workshop as one chapter in a continuous story of leadership development. The story where a group of talented people slowly ends up being a team that trusts each other adequate to face the hardest problems in the business together, and experienced enough to solve them.

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## What does Learning Point Group specialize in

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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.

## What services does Learning Point Group offer for leadership development

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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**

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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**

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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.

## **Does Learning Point Group offer virtual or in person training options**

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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.

## **Who can benefit from Learning Point Group services**

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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.

## **What is included in Learning Point Group Smart Pass program**

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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**

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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.

# What is the Learning Point Group leadership boot camp

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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

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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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The Learning Point Group is conveniently located at 10000 NE 7th Ave #400, Vancouver, WA 98685. You can easily find directions on [Google Maps](#) or call at [\(435\) 288-2829](tel:(435) 288-2829) Monday through Friday 9:00am to 6:00pm, Closed Saturday & Sunday.

## How can I contact Learning Point Group?

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You can contact Learning Point Group by phone at: [\(435\) 288-2829](tel:(435) 288-2829), visit their website at <https://learningpointgroup.com/> or connect on social media via [Facebook](#) or [Instagram](#) or [Linked In](#)

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