

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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Business Hours

- Monday: 9:00 AM–6:00 PM
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A few years back, I walked into a leadership offsite that looked best on paper. Stunning hotel simply outside the city. Printed programs with color coding. Icebreakers, a strategy sector, a "enjoyable" activity, and a closing circle. The executive sponsor opened with, "Let's believe huge and be really open with each other today."

By lunch on the first day, every discussion had drifted back to status updates. People pleasantly shared slide decks instead of coming to grips with difficult decisions. The team entrusted a list of "next steps," however nothing had in fact shifted. Three months later, the same unsolved stress sat under the surface, and the same choices were stuck.

That offsite did not stop working from absence of effort or budget. It failed since it was designed as a meeting with nicer surroundings, not as an experience that would change how the leadership team worked together.

The difference in between a pleasant offsite and a transformative leadership workshop is not magic. It is a set of options, made up front, about outcomes, structure, and guts. When you combine thoughtful leadership

development with the discipline of design, you offer your team a real opportunity to change, not just to discuss change.

This article unpacks how to do that from a professional's point of view.

Why most leadership workshops feel excellent however change little

When leaders tell me about frustrating offsites, a couple of patterns appear almost every time.

First, the goals are vague. "Line up on technique." "Enhance relationships." "Discuss culture." None of these are wrong, however they are too fuzzy to direct design. If the goal is not specific, the workshop fills up with whatever material is most convenient to prepare: presentations, functional updates, and recycled structures from generic leadership training.

Second, the real stress remain off the table. Maybe the product and sales leaders are in a quiet turf war. Perhaps the CEO is avoiding a difficult choice about which bets to kill. Maybe people do not trust one another enough to admit when they are lost. You can put those individuals in a great room with sticky notes and white boards. If the workshop is not developed to surface and work through that pain, the team will do what people constantly do. They will protect themselves first.

Third, ownership is unclear. Often a chief of personnel or HR company partner is informed, "Set up a leadership workshop," with a date and budget but little else. They rush to discover a facilitator or put together an agenda. Leaders then get here as participants in an occasion, not co-owners of the work. When that happens, insight comes from the space, not to the team.

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

If you acknowledge your own company in any of that, you are not alone. Fortunately is that each of these failure modes can be attended to with intentional design.

Start with the team, not the topics

Before you think of content, consider this specific leadership team as if you were a coach dealing with a little 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 talk to each other when something fails? How do they make decisions that crossed functions?

This is where a leadership team coaching mindset ends up being priceless. Instead of asking, "What should we teach them?", ask, "What work does this team need to be able to do together that it presently can refrain from doing all right?"

When I prepare to create a workshop, I typically speak with at least a subset of the team. I listen for moments where their voices tighten up, where they speed up, or where they go vague. Often, that is around issues like:

- conflicting priorities in between growth and profitability
- frustration about choice rights
- lack of trust in the information or each other
- a continuously moving technique that never feels real

Those fault lines inform you where the workshop genuinely requires to go.

Here is a basic 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 altered simply one behavior in how they collaborate, what would truly move the needle for the business?
2. Where are you presently losing time, money, or talent since of how this team runs? Be concrete.
3. Which discussions are people having in smaller sub-groups, but not with the entire team in the room?
4. What has this team tried in the past that did not stick, and why?
5. What are you personally willing to put on the table as a leader during this workshop that you have actually not resolved straight before?

You will discover that those questions are less about "what we ought to cover" and more about "who we require to become." That shift is the structure of real leadership development.

Clarify results that you can really feel in the room

Clear outcomes do not mean more KPIs. They indicate naming what individuals will be able to do in a different way together by the end.

For example, rather of "improve cross-functional collaboration," you may specify results like:

- The team agrees on 3 explicit decision rules for focusing on cross-functional jobs.
- Each leader can call one habits they will stop and one they will start to lower friction with their peers.
- The team produces a one-page declaration that explains the sort of leadership culture they want to role model, in their own words.

Notice that these results involve behavior, language, and artifacts. They are specific enough to shape activities, and they offer you a method to inspect, mid-workshop, whether you are on track.

When your results are clear, they become a style short. Every block of time must serve those results. If a segment does not assist, it belongs in a different meeting or a document sent before people arrive.

From program to experience: design concepts that alter teams

An agenda is a list of topics. An experience is how the day in fact feels and what it takes out of individuals. Transformative leadership workshops focus on the second, not just the first.

Here are a number of design concepts that have proven powerful in practice.

Sequence emotional states, not just subjects

Most offsites jump from icebreaker to strategy to functional deep dive with little thought for how safe or extended people feel at each minute. The result is irregular participation. The same positive voices speak out on every topic.

Instead, think about the psychological arc you want. Early on, people need to feel grounded and a little deactivated. That may mean a short personal story round about a time they took a threat as a leader, or a paired conversation about why they joined this business in the first place. Not tacky games, however genuine stories that expose something human.

Only as soon as there is a little vulnerability in the room do you dive into controversial product like misaligned top priorities or damaged processes. If you do it in the opposite order, you get defensiveness.

Near completion, individuals require a mix of focus and hope. This is when you crystallize decisions, commitments, and the story of what this team is becoming.

Alternate in between reflection and action

Adults do not change since they heard a new idea. They change because they see themselves more clearly and after that attempt something different in a safe environment.

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

For example, after a conversation about decision rights, you might run a simulation: present an imaginary however realistic situation where budget, brand danger, and customer effect collide. Ask the group to make a decision under time pressure utilizing the new choice guidelines they just talked about. Debrief not only the result, but how it felt to use those rules.

This mix turns abstract leadership tools into lived habits.

Design for candor, not comfort

You can either have a comfy offsite or a truthful one. You seldom get both at the same time.

Designing for sincerity means structuring discussions so people can not conceal behind slides or generic statements. Rather of asking, "What do we need from each other?", try, "Share a specific minute in the last quarter where you felt let down by this team, and what you wish had taken place rather."

That kind of conversation needs strong assistance. It assists to develop working contracts early, such as "we speak from our own experience," "we describe the impact, not assault the person," and "we assume positive intent but do not avoid hard realities."

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

When leadership team coaching satisfies workshop design

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

Think of the workshop as an intense sprint inside a longer coaching procedure. The coaching work previously and after gives continuity and depth.

Before the workshop, coaching discussions assist clarify outcomes, surface concealed stress, and build sufficient trust with the facilitator that people will take dangers in the room.

During the workshop, a coaching position changes the tone. Rather of the facilitator being a professional who "provides material," they are a partner assisting the team see itself more clearly. They name patterns in the moment: who disrupts whom, who looks to the CEO before speaking, where the energy drops. They ask concerns that slow the team down just enough to choose a various path.

After the workshop, regular leadership team coaching sessions assist the group secure their new agreements. The facilitator can carefully ask three months later, "You committed to deciding item top priorities in this way. How are you really doing it, and where have you slipped back into old practices?"

This incorporated method is heavier than a one-off offsite, but it is even more likely to produce long lasting change.

A useful example: inside a two-day leadership workshop

Abstract guidance is useful only as much as a point. Here is a simplified sketch of what a two-day workshop may appear like when developed for transformation instead of entertainment. The exact structure would depend upon your context, but the logic 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, but an honest explanation of why this group is here, why now, and what is at stake. When leaders gloss over the stakes, individuals disengage. When they call the tension truthfully, individuals lean in.



Then we move into a personal exercise. For example, each person interviews a peer for 5 minutes about a minute they felt pleased with the team and a minute they felt deeply annoyed. They then present 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 across functions on a white boards: how a customer requirement ends up being a shipped feature, how a big offer gets priced and approved, how a quality issue gets found and addressed. As we annotate that map with traffic jams, handoffs, and sources of friction, patterns emerge. The conversation moves from "Sales never delivers accurate projections" to "Here is the precise place where our procedure guarantees misalignment every quarter."

Afternoon concentrates on ambition. Not wordsmithing a vision declaration, but describing concrete future habits. For example, "What will be visibly various in how we run our weekly leadership conference 6 months from now if we succeed?" Teams typically realize their goal is less about a shiny future state and more about standard disciplines such as making real tradeoffs, telling each other the reality, and keeping dedications across functions.

We close day 1 by surfacing elephants clearly. People write, anonymously if required, the one thing they think "everyone knows however nobody is stating." We organize these inputs and select a few to work with the next morning.

Day 2: choices, agreements, and practice

The 2nd day begins with those elephants. By this point, there suffices relationship and shared language that the team can challenge them. Maybe one card says, "We state we are one team, however benefits and acknowledgment benefit silo wins." Another says, "We never inform the CEO when a method is impractical."

Working through 2 or 3 of these in detail often unlocks more change than any variety of structures. It makes visible the gap in between espoused worths and real incentives or behaviors.

Late early morning, we move into structural choices. That might involve clarifying choice rights with something as simple as, "For each of our [leadership workshops](#) leading 5 cross-functional choices, who is the ultimate owner, who must be consulted, and what input is non-negotiable?" It can also include specific agreements on which forums will handle which sort of concerns, to avoid every meeting ending up being a catch-all.

Afternoon concentrates on embedding. We pick a little set of leadership tools that this team will use consistently for the next quarter. The secret is to choose tools that line up with their genuine work, not trendy models. For example:

- a one-page choice log noticeable to the whole team
- a pre-read template that forces clearness on problem, alternatives, and recommendation
- a short "after-action evaluation" format for significant launches or failures
- a simple behavioral agreement for meetings: how they begin, how they end, how dissent is handled

The day ends with specific and cumulative dedications. Each leader names, out loud, the one behavior they will practice for the next 60 days and invites their peers to hold them accountable. The team likewise catches in writing the agreements they wish to revisit at the next check-in.

This is not theatrical. It is specific, typically uneasy, and surprisingly energizing when done well.

Choosing leadership tools that really stick

A typical error in leadership development is to introduce too many tools at the same time. You do an offsite, learn three designs, experiment with a brand-new feedback framework, and agree on a different decision

process. Within a month, individuals are overwhelmed and silently go back to old ways.

Instead, treat leadership tools like software application that should be adopted by an entire team. Start with what is triggering the most friction, then evaluate a little number of tools that deal with those discomfort points.

If choices are slow and murky, embrace one shared decision-making structure and one visible decision log. If trust is thin, concentrate on a basic technique for routine peer feedback and a routine for addressing conflict when it surfaces. If strategy is constantly fuzzy, utilize a one-page technique narrative that you revisit together every quarter.

Importantly, tools need owners. For example, you may designate a turning "meeting steward" who is accountable for applying the conference contract and debriefing at the end. These micro-roles make it most likely that new practices actually happen.

I have actually seen leadership teams change more through consistent use of two or 3 easy tools than through any number of inspiring speeches.

Avoiding typical traps

Even well-intended leaders fall into predictable traps when creating workshops.

One trap is straining the agenda. Because it is unusual to have everyone together, there is a temptation to stuff in every topic. The outcome is an out of breath marathon with no depth. When I push back and suggest cutting material, executives often stress, "But we will miss our opportunity." The irony is that spreading out attention too thin warranties you will miss your possibility to change anything meaningful.

Another trap is contracting out excessive to an external facilitator. A great facilitator is vital, but they can not own the work for you. When the most senior leader in the room anticipates the facilitator to "fix the team," everybody else senses the range. The workshop becomes an occasion troubled them, not a process they shape.

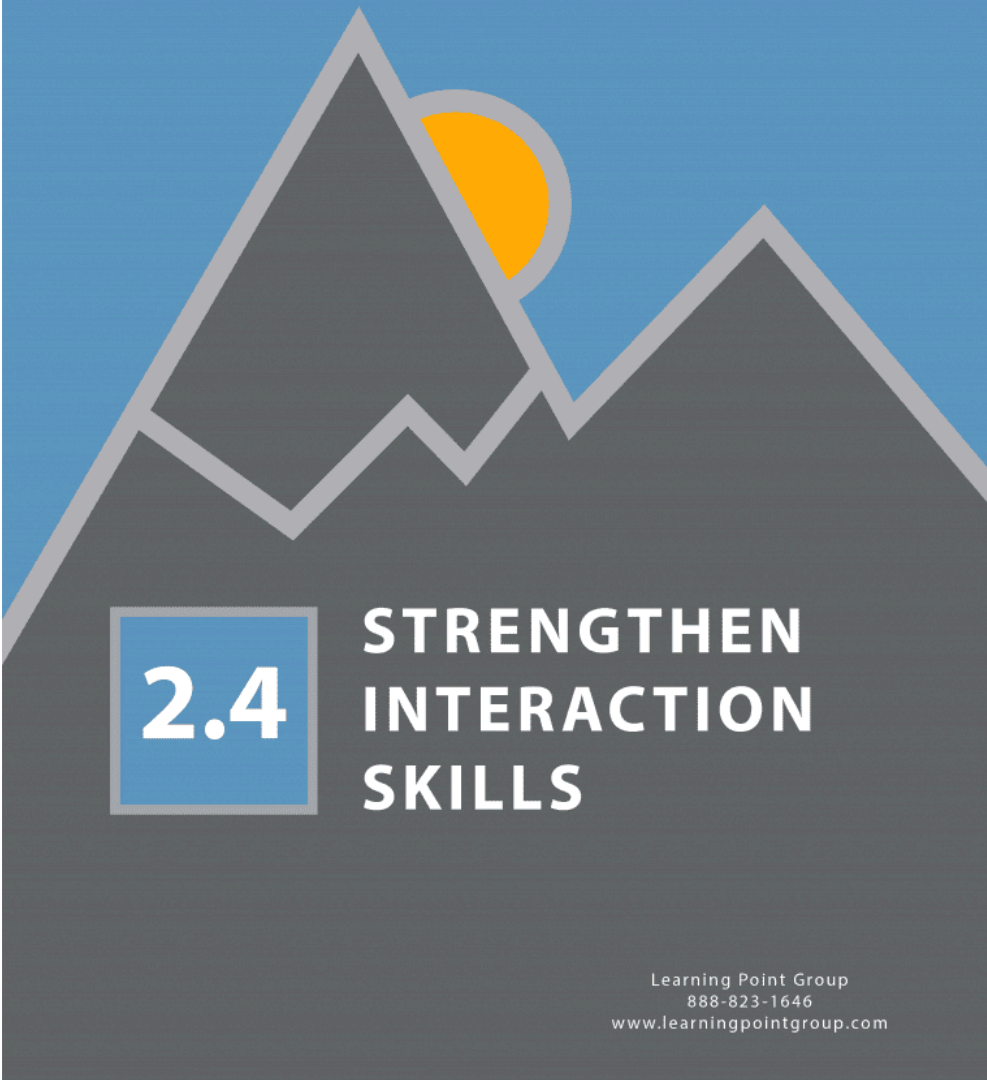
A third trap is using team-building activities as an alternative for tough conversations. I am not against shared meals or outdoor activities. They can deepen relationships. However if you go from zipline to supper to generic trust workout without ever facing the real issues individuals awaken thinking of, it feels hollow.

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

Making the modification last: the 90-day window

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

ACTION PACKET



2.4

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

A basic, disciplined method over those 90 days might include three elements.

First, schedule short, focused follow-up sessions with the leadership team every 4 to 6 weeks. These are not status meetings. They exist to check on the habits and tools you accepted check. The program can be as easy as: what did we commit to, what have we really done, what has actually helped, what has obstructed, what do we adjust?

Second, ask each leader to choose one associate as an accountability partner. They meet for 30 minutes every 2 weeks, not to speak about service jobs, but to reflect on how they are appearing as a leader relative to their workshop dedications. Peer accountability is often more powerful than top-down check-ins.

Third, link workshop results explicitly to existing rhythms such as quarterly service evaluations or performance conversations. For instance, if the team specified brand-new decision rules, add a fast review of those guidelines to the opening of each QBR. If you produced a leadership culture declaration, revisit one line of it at each regular monthly meeting 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 create in a different way. You focus less on one ideal program and more on what the team must practice together, repeatedly.



Bringing everything together

Leadership workshops can be much more than enjoyable disturbances to the calendar. Made with intent, they are concentrated minutes of leadership training, truthful reflection, and joint decision making that modification 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 frame of mind to see patterns, not simply characters. Clarify outcomes you can feel in the room. Design an experience that sequences feeling and action, that prioritizes sincerity over comfort, and that presents a small set of leadership tools the team is really prepared to use.

Most of all, deal with the workshop as one chapter in an ongoing story of leadership development. The story where a group of gifted individuals slowly becomes a team that trusts each other sufficient to face the hardest problems in the business together, and knowledgeable enough to solve them.

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Learning Point Group operates worldwide

Learning Point Group aims to grow leaders and teams

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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.

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.

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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

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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How can I contact Learning Point Group?

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