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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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Most companies are not short on leadership training. They are short on behavior change.

I have actually lost count of how many leaders have said some variation of this to me:

"We sent 200 managers through that leadership workshop in 2015, and if I am honest, very little changed. People liked it. They took the notebooks. Then everybody returned to their calendars."

If that sounds familiar, you are not alone. The issue is seldom an absence of great material. The issue is the space in between intent and effect. Leaders have the best intentions after a course. The real test comes three months later, sitting in a tense team conference or a difficult one-to-one. Do they really act differently?



That is where leadership development lives or dies.

This post focuses on that gap: how to develop leadership training, leadership workshops, and leadership team coaching that in fact changes how people lead throughout the organization, not simply what they say about leadership in evaluations.

Why most leadership training evaporates

The typical pattern is simple to recognize. A company chooses a highly regarded company, runs a few highly produced workshops, collects radiant feedback types, and after that silently finds that everyday leadership feels the same.

There are a couple of repeating reasons.

First, leadership training frequently sits too far from genuine work. Managers hear generic frameworks but seldom practice them against the gnarly concerns presently on their plates: the peer they can not influence, the difficult performance discussion, the method no one seems to understand.

Second, the remainder of the system does not support the modification. You teach managers coaching skills, however their KPIs still reward just short-term output. You show them how to entrust, however they remain buried in 12 back-to-back operational meetings a day. Intent crashes into context.

Third, nothing is made recyclable. Individuals may love the workouts in the workshop, then leave with a slide deck and no basic leadership tools they can get the really next early morning with their teams. They keep in mind that something about "psychological safety" seemed essential. They can not remember a specific question to ask in their next team check-in.

Finally, leaders do not see their own bosses doing anything different. If senior leaders participate in the workshop as a symbolic gesture however keep running conferences in the old design, everyone receives the real message: this is a one-off event, not a brand-new standard.

The repair is not more training. The repair is training that becomes routine, supported by leadership team coaching, useful leadership tools, and a clear expectation that the brand-new habits are not optional.

Thinking like a habits designer, not a course designer

When leadership development sticks, it normally has less to do with the brilliance of the slides and more to do with the style of the environment around the leaders.

You wish to think like a behavior architect. That indicates asking concerns such as:

What precisely must a manager do differently, minute by minute, after this workshop?

Where in their present routines can these behaviors live? What will remind them, nudge them, and reward them when they get it right?



An easy test I utilize with customers: if you can not finish the sentence, "After this program, our leaders will now do X each week," the style is not yet sharp enough. "Be more tactical" or "interact much better" does not count. It needs to be something you might nearly film with a camera.

Here are examples that pass this test:

They will hold a 25-minute weekly one-to-one utilizing a shared program that covers work, obstructions, and development.

They will start every significant conference by specifying the choice they are here to move forward. They will ask at least one open coaching question before providing suggestions to a direct report.

When leadership training gets anchored to day-to-day practices like these, your odds of real modification dive dramatically.

Make leadership workshops about real circumstances, not hypothetical ones

If you have ever sat in a leadership workshop role-playing a "tough conversation" with a fictional character called Alex, you know how synthetic it can feel. People hold back. They are acting, not deciding.

The most effective leadership workshops I have actually run or observed do something various: they ask individuals to bring in live product from their real leadership challenges.

That might be:

An existing dispute in between two team members

A cross-functional job that is stuck A direct report whose efficiency is sliding A technique that individuals nod at however do not execute

Instead of case research studies from another company, individuals dissect their own truth. They try out new leadership tools versus these real cases, then decide what to do when they return to the office.

There is a trade-off here. Dealing with real scenarios can feel exposing. It needs psychological security and strong facilitation. However that pain is often where the learning gets real. Leaders discover that these tools do not just look good on slides, they either assist with today's mess or they do not.

Leadership tools that make it through Monday morning

The phrase "leadership tools" can sound abstract, but what you are really searching for are simple, repeatable structures that fit inside existing rhythms.

Think less about big structures, more about little routines wrapped in a format individuals can reuse with little effort. If you create those tools well, they will begin to spread informally. People ask, "What was that template you used in that conference?" or "Can you share that one-on-one structure you showed me?"

Here are four core leadership tools worth standardizing throughout an organization:

1. A common one-to-one template
2. An easy decision log
3. A team clarity canvas
4. A feedback script

That is our first list; we will go into each, then later on build a 2nd short checklist.

1. The one-to-one that supervisors and employees both value

Weekly or bi-weekly one-to-ones are the foundation of leadership. Yet many managers treat them as optional or unclear "catch-ups" that wander into status updates.

In leadership training, I like to hand people a really plain one-to-one program template that runs something like:

What is top of mind for you this week?

What is working out that we must continue? Where are you stuck or blocked, and how can I help? What are you learning, and where do you want to grow? Anything we need to change about how we work together?

Then we practice utilizing it on genuine concerns, not simply theory. I motivate managers to share the structure with their direct reports ahead of time and co-own the program. With time, this simple tool trains both people to believe not just about jobs but likewise about development and collaboration.

The key is not the exact wording. It is the predictability. When individuals know that this area exists and has a clear function, trust and efficiency both rise.

2. A choice log that tames the chaos

One of the quiet killers of execution is fuzzy choices. Individuals leave meetings not sure what was chosen, who owns it, and how to revisit it later. Hectic organizations produce decisions like confetti then without delay forget them.

A choice log is brutally easy. It can be a shared spreadsheet or a page in your collaboration tool with columns:

Decision

Date Owner Stakeholders Rationale Review date

During leadership team coaching sessions, I in some cases ask leaders to reconstruct the last five major decisions they made and place them in a decision log. It is often an uncomfortable workout. They realize the number of decisions drift around in inboxes and memory, without any shared trace.

Once you embed a decision log into leadership regimens, your training about "clearness" and "accountability" gains teeth.

3. A team clearness canvas

When teams get stuck, the root cause is often ambiguity. Who owns what, why we exist, which work really matters. You can spend a great deal of time on abstract culture work, or you can provide leaders a really useful leadership tool to surface and lower that ambiguity.

Think of a one-page canvas with boxes such as:

Purpose: Why does this team exist?

Priorities: What are our top three concerns this quarter? Concepts: What are our agreed methods of working?

Plays: What are the 3 to 5 recurring activities that define our work? Individuals: Who owns which outcomes?

In a workshop, leaders fill this out for their own team, then compare. It generally stimulates valuable discomfort: "We do not agree on our top 3 priorities," or "Nobody appears to own this outcome."

The appeal of a canvas like this is that it can travel. Leaders can take it to their teams, improve it together, and revisit it each quarter. That is when leadership development starts to show up in performance.

4. A feedback script for hard moments

Many leaders understand they need to give more direct, prompt feedback. They do not due to the fact that they fear harmful [leadership team coaching](#) relationships or beginning conflict they can not manage.

An easy feedback script eliminates a few of the psychological friction. You may teach them a format along these lines:

Describe the behavior factually.

Share the impact on you, the team, or the work. Welcome their perspective. Agree next steps.

Then you spend real time practicing. Not pretending to be Alex from the case research study, however utilizing real circumstances leaders are resting on, with genuine emotions attached.

Without practice, feedback models stay in note pads. With repetition and coaching, they turn into a natural pattern of speech.

Leadership team coaching: where culture really shifts

Individual workshops work, but the real culture shapers in any company are the leadership teams. How they act together sets the weather condition for everyone else.

Leadership team coaching is not simply group training. It is ongoing deal with a real team, in the context of genuine service cycles, objectives, and stress. It mixes facilitation, difficulty, and skill building.

Here is what identifies impactful leadership team coaching from a series of team-building activities:

First, it uses live organization decisions as the training ground. When a leadership team disputes where to cut expenses or how to deal with a failing line of product, they are showing their true routines. A skilled coach helps them see those patterns in the moment, explore new ones, and then reflect.

Second, it focuses on the "space behind the room." Every leadership team has unmentioned contracts and bitterness. Maybe operations and sales avoid specific subjects. Possibly the CEO controls airtime. Leadership development at this level ends up being less about tools and more about courage and trust.

Third, it links directly to how they waterfall habits. You do not want a leadership team that behaves one method their off-site, then goes back to old routines in front of their individuals. In coaching, you explicitly ask, "What will your teams see in a different way from you this month?" and after that examine back.

When you integrate strong leadership workshops for wider populations with deep leadership team coaching at the top, you start to get alignment. Language and tools match in between levels. Senior leaders design what supervisors are being taught.

Designing leadership training as a series of experiments

Another shift that makes leadership training stick is moving from event-based programs to an experimentation mindset.

Instead of a two-day workshop that attempts to cover whatever, think in cycles. For instance, a 90-day leadership sprint where leaders:

Attend a concentrated workshop on a couple of core leadership tools.

Choose 2 or three particular habits they will test in their teams. Receive lightweight coaching, peer assistance, or pushes throughout the cycle. Return to a reflection session to share outcomes, change, and select the next experiments.

You can still call this leadership training, however participants experience it extremely differently. They see it as part of their work, not a break from it.

Experiments likewise reduce the fear of "getting it incorrect." A leader might state, "For the next 4 weeks, I am going to try this brand-new format for our Monday team conference. At the end, we will choose what to keep." That openness decreases resistance and invites co-creation.

The examination modifications too. Rather of asking just, "Did you like the workshop?", you ask, "What did you try? What happened? What would you do differently next time?" That is the language of practice, not consumption.

A practical pre-training checklist for real impact

If you are planning a new age of leadership development, here is a simple checklist to use before you sign agreements or book spaces:

1. Can we articulate 3 to 5 concrete habits we expect to change, in language you could film with a video camera?
2. Have we recognized where these behaviors will live in existing routines, conferences, and routines?
3. Will participants leave with a little set of reusable leadership tools they can use the next day?

4. Are senior leaders noticeably dedicated to using the same tools and language?
5. Have we prepared at least one follow-up touchpoint within 6 to 8 weeks to support application?

That is our 2nd and last list. Each item looks practically insignificant on its own. Avoiding any of them, particularly the last two, is where most programs start to leak impact.

How to spread out leadership tools throughout the organization

Getting a group of 30 supervisors to adopt new leadership tools is something. Spreading them across hundreds or thousands of individuals is another.

Here are a couple of patterns that help.

Treat early accomplices as co-designers, not simply individuals. After the very first leadership workshops, ask which tools they really utilized, what they adapted, and what failed. Fine-tune the toolkit before you scale.

Make the tools visible in shared systems. Put one-to-one templates, decision logs, and canvases into your intranet, partnership platforms, or HRIS, rather of concealing them in training folders. When someone joins mid-cycle, they should quickly find "how we do leadership here."

Ask senior leaders to choose a small number of noticeable habits they will design consistently. For instance, starting every significant meeting by naming the wanted choice, or using the same feedback script after big discussions. Individuals discover faster by watching than by reading.

Work with HR and operations to line up incentives and processes. If you teach managers to focus on development discussions but your performance system ignores growth and only tracks numerical outcomes, they will feel dragged back into old habits.

Over-communicate success stories. When a team uses the brand-new tools to untangle a conflict or speed up a task, share the story. Not as propaganda, but as a concrete example of what "good leadership" appears like here.

Over time, the mix of clear expectations, shared tools, and noticeable modeling turns leadership development from an occasional job into a quiet, ongoing shift in how individuals work.

Measuring what matters, not simply what is simple to count

The temptation with leadership training is to determine what is closest to hand: participation, complete satisfaction ratings, completion rates. Those tell you something, however not the important things you genuinely care about.

Three questions matter even more:

Are leaders doing anything differently?

Is the quality of discussions improving? Exists any result on company outcomes that depend greatly on leadership behavior?

To answer the first 2, you can use a mix of self-report and 180 or 360 feedback, however keep it tight. Ask direct reports and peers whether they have seen particular behaviors more frequently. For instance, "My manager holds regular one-to-ones that include time for my development" or "In meetings, we complete with clear choices and owners."

To connect leadership development to service results, choose metrics that are plausibly affected by leadership. That may be team engagement ratings, regretted attrition, cycle times, or quality of cross-functional

collaboration on important projects.

Be sincere about attribution. Many elements affect these metrics. Your objective is not a best causal study, it is a sensible story backed by data: where we bought leadership training and leadership team coaching anchored in useful tools, do we see much better results than in similar locations where we did not?

Over a year or more, the patterns end up being clearer. Senior stakeholders care less about slide decks and more about "this division embraced the toolkit fully and now has 30 percent lower was sorry for attrition among high entertainers."

When not to train, at least not yet

One last hard-earned lesson: some organizations are not prepared for broad leadership training, no matter how excellent the material is.

If there is a significant unsettled structural issue - such as consistent reorganizations, a toxic senior leader who remains untouchable, or disorderly method modifications every couple of weeks - leadership training can feel like an interruption and even a cover story.

In those situations, it can be more sincere and more efficient to start with focused leadership team coaching at the top, or with targeted interventions on the most agonizing structural problems. When there is some stability and trust that the company means what it says, wider leadership development programs have a better chance of sticking.

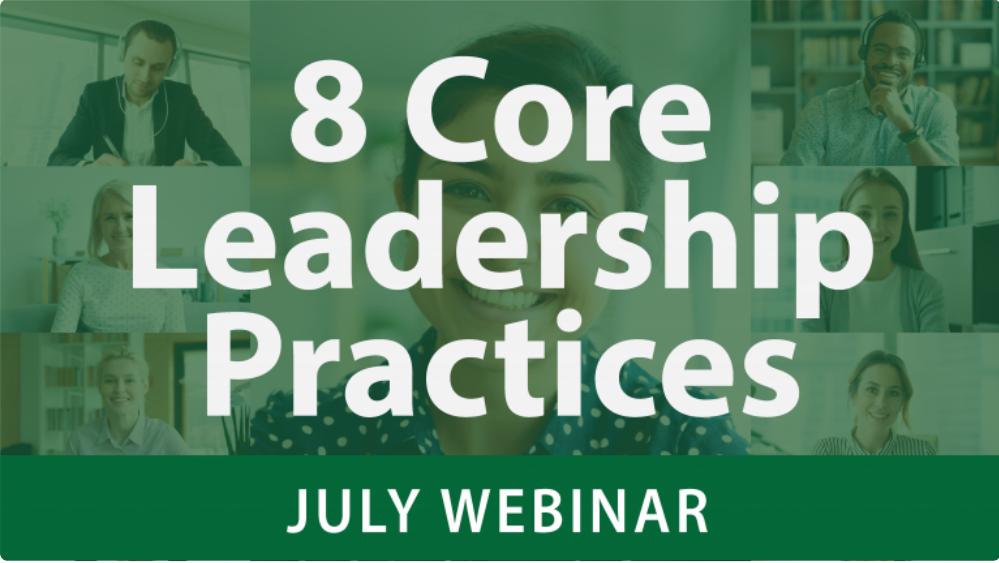
Training multiplies what already exists. In a reasonably healthy system, it accelerates development. In a deeply unhealthy system, it often magnifies frustration.

Bringing it all together

Leadership training that sticks is less about motivation and more about integration. You desire leaders to leave of a workshop not just believing in a different way, but understanding exactly what to attempt in their next one-to-one, their next team conference, or their next difficult conversation.

When leadership workshops are anchored in genuine work, when leadership team coaching helps senior individuals design the same tools, and when easy leadership tools spread through the daily regimens of the organization, you close the space between intent and impact.

People stop stating, "We did that course in 2015," and start stating, "This is simply how we lead here."



8 Core Leadership Practices

JULY WEBINAR

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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.

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.

Who can benefit from Learning Point Group services

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.

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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