

# Beyond the Plateau — Unlocking Breakthroughs

A whitepaper on building leaders, teams and cultures  
that thrive under pressure

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## 1. Opening invitation: Shifting profoundly in challenging times

### Transformation is neither convenient nor comfortable

*“The next level of leadership doesn’t shout — it waits for us to listen.”*

Transformation begins with a calling. It rarely arrives with fanfare. More often, it slips in quietly — a persistent nudge, an uneasy restlessness, a sense that something no longer fits.

Sometimes it comes as dissatisfaction: Success feels hollow or the drive that once fuelled us now drains us. Other times it arrives in moments of clarity — an insight we can’t unsee or a challenge that exposes our limits. However it appears, the call will not vanish. It asks for more than tweaks and tactics. It asks us to step up to another level — to transform.

Joseph Campbell called this the “call to adventure” — the first stage of any transformational journey. Many never answer. We rationalise it away, bury it in busyness or decide we’ll act “*when things settle down*”. The refusal is human — but costly: Stress compounds without resolution.

By the time the call is clear, the current way of operating is already under strain. The cracks are visible. We don’t need more time — we need a different relationship with the time we have. Transformation keeps knocking until we listen. And when we do, a new level of leadership begins to unfold.

This whitepaper is an invitation to that next level. *Turning Right* is how we navigate from plateau to breakthrough.

### Outer impact is the echo of inner mastery

*“We can’t outperform our inner operating systems.”*

Even the best leaders and teams plateau. One CEO I worked with described it as “*trying everything while working harder*” — and still not breaking through. Despite a stronger team, sharper thinking and relentless effort, their challenges persisted. The old playbook — once the source of peak after peak — now kept them stuck.

Others don’t even recognise the plateau. Outwardly successful leaders often assume they’ve reached their peak and conclude: “*It’s the others who need to step up.*” But what if, no matter how impressive the track record, there is always another level? What if the ceiling is an illusion and what feels like the top is actually an invitation to reinvent ourselves once again?

The question is not whether a next level exists — but whether we’re willing to meet it.

Most leaders respond by refining the outer game — strategy, org charts, IT systems. It's tangible, measurable and rewarded. But outer performance is only the echo. What sustains exceptional results is the inner mastery that runs it.

In volatility, marginal gains can't keep pace with exponential change. The real breakthrough lies in mastering our inner game. Not in rare heroics but in everyday moments: holding presence in back-to-back meetings, finding focus in noise, choosing curiosity when pressure tempts us to control. Yet this shift is personal — and demands vulnerability. It asks us to examine what's beneath performance: the patterns, assumptions and identity we've relied on.

Daniel Chambliss' *Mundanity of Excellence* shows that the path of mastery isn't about more hours but constant reinvention — letting go of what no longer serves and adopting what the next level demands. At the 2024 Olympics, the difference between podium and obscurity was often less than 1%. All had mastered their outer game. What separated winners was to master their inner state under pressure.

The same holds true in leadership. Step-changes don't come from doing more of the same. They come from upgrading the inner operating system — an embodied shift that allows leaders to meet challenge with calm, tension with presence and complexity with adaptability.

The next level isn't about doing more. It's about the courage to step into who we are asked to be — as leaders, teams and organisations. Inner work isn't a luxury — it's the key to an untapped level of mastery. Raising our leadership effectiveness is a matter of maturing our inner game. Because the inner runs the outer game.

### **The new territory is leading from flow, not force**

*“We can lead by trying to hold it together or, instead, by relaxing into the challenge and accessing high-performance mind states.”*

Transformation isn't abstract — it's measurable in both outcome and experience. The Turning Right journey enables leaders to break through not only perceived limitations but real ones — in a way that is sustainable, embodied and far-reaching.

I've lived this firsthand. After more than 15 years as a competitive long-distance runner, conventional wisdom — and my own thinking mind — told me to encounter my limits. Yet the opposite happened: First I significantly improved my marathon personal best, then obliterated a record for a 250km race by more than five hours, and even that barely hinted at what was to follow. That breakthrough wasn't about more or better training. It came from shifting my inner orientation — trusting emergence over control and accessing coherence under pressure.

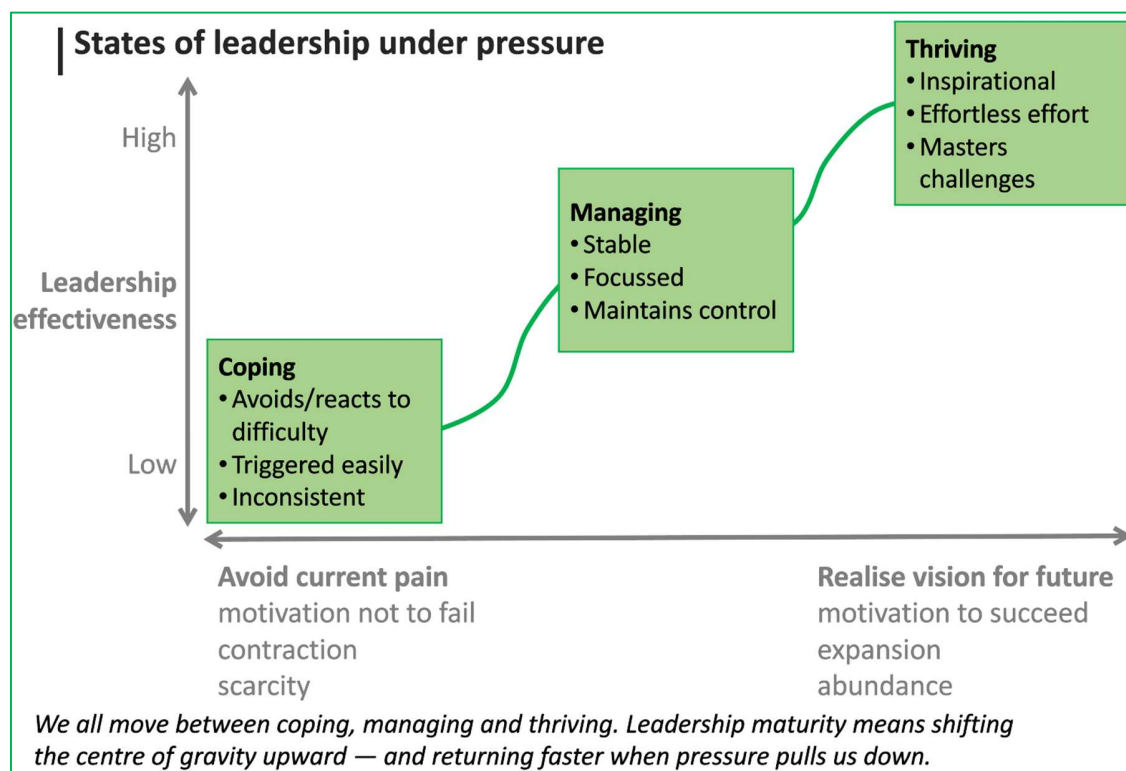
That same shift is available to leaders. What I experienced in sport, Bob Anderson confirms in leadership research. It shows that leaders who evolve from a reactive to a creative mindset are two to five times more effective across vision, collaboration and

innovation. And there's more. At still higher levels of development, leaders integrate complexity, lead systemically and navigate paradoxes — unlocking levels of impact few realise are possible.

Even top performers may only be scratching the surface. In today's environment, this level of effectiveness isn't optional — it's essential. The real breakthrough isn't more effort; it's stepping into a state where less force creates more flow.

That's the promise of this work: not just doing more with less but doing what once felt impossible — with more ease, more alignment and more meaning.

At any given moment, we lead from one of three inner states: coping, managing, thriving. These aren't fixed labels. We move between them as circumstances change. Maturing as a leader means not avoiding the lower states but spending more time in the expansive ones and returning there more quickly after setbacks. The three states below show how our inner condition shapes our leadership impact — and why the work of maturity is about expanding our capacity to lead from thriving.



## I help leaders and organisations access their next level

*“What seemed impossible becomes inevitable when we fully commit.”*

Leaders reach out when they sense that what got us here won't get us there. Something deeper is calling — not just to succeed but to evolve. When high-performing leaders and teams seek transformation, they don't need more advice. They need a partner who can

navigate the journey to step-change impact, upgrade mind states and shift from tension to flow.

That's the work I do.

I don't just coach leaders and lift teams — I help them become the version of themselves capable of achieving what once felt impossible. I'm a long-term partner to those hungry for breakthrough, supporting identity-level shifts that unlock new ways of seeing, being and leading — so they can build legacies, not just deliver results.

This work isn't conceptual for me. It's lived experience.

I've operated under pressure in four distinct worlds — top management consulting, senior corporate leadership, transformational coaching and elite ultra-endurance sport. In 2020, I left a secure leadership role to launch *Turning Right*, committing fully to this work and the people courageous enough to walk its path. This is the work I wish I'd had access to earlier — and now offer it to those craving for their next level.

What I bring is more than a fusion of disciplines — it's a structured, developmental framework that translates deep insight into sustainable inner and outer shifts. I partner with leaders and organisations at tipping points — when purpose, pressure or performance signal it's time for something deeper to emerge. The results we co-create go beyond measurable breakthroughs. They catalyse cultural coherence, deepen leadership presence and shift the system from within.

## 2. Turning Right: Exploring the edge of possibility

### To encounter the impossible, we have to let go of control

*"Breakthroughs don't begin with effort — they begin with surrender."*

It all started at my garden gate in 2014.

I'd been running marathons for sixteen years. Disciplined, structured and determined. But progress had slowed. Every personal best felt marginal. And short-lived. I was training harder but the results weren't following. At work, things looked good on the outside, yet inside I was restless. A quiet, persistent sense: *There has to be more.*

One morning over coffee, my mentor Gavin Freeman, a performance psychologist who had coached Olympians, looked at my meticulously crafted training plan and judged that it wasn't worth the paper it was written on. He didn't want to be harsh. He just had a gut feeling: *"You aren't leaving any room for the unexpected. Your discipline is limiting you."* I read it as code for me being too German.

He suggested I wasn't stuck from lack of capability but from gripping the steering wheel too tightly. I wasn't thrilled. He couldn't fully explain what he meant and asked me to trust him. Instead of a debate, he proposed an experiment. He called it a mystery run.

No plan. No control. Corey, a friend of mine, would pick me up around sunrise and all I had to do was follow. The pace, the distance, the terrain — all unknown. It might last five minutes or several hours. Anything between a walk and a sprint was possible. It sounded ridiculous. And terrifying.

But somehow, I didn't pull out. Maybe pride stopped me. Maybe curiosity got the better of me. Either way, I found myself tying my shoelaces early one morning as Corey arrived. We exchanged a few words, left the house and walked towards the garden gate.

At the gate, I instinctively wanted to turn left — the direction I always ran. But Corey paused, smiled and gestured to the right.

We turned right.

Looking back, that step didn't just change my run — it shifted my life. We all face those moments, often quietly marked, where the real journey begins.

### **Step-changes wait beyond the limits we have tested**

*“In unfamiliar territory, the inner game becomes the main game.”*

Only later did I realise what had truly happened that morning.

Turning right became more than a decision. It became a doorway — not just to a new path but to a new relationship with uncertainty. That single move dismantled the illusion of control. It marked the end of running on autopilot — in training and in life — and opened up space towards possibility.

It didn't make sense at first. Rationally, there was nothing wrong with turning left. That route had helped me succeed. But I had become rigid — conditioned by repetition, reluctant to leave the familiar. I assumed refinement would be enough — but efficiency had become my ceiling. What was really required was a shift in approach, the kind that makes breakthroughs possible.

Over the months that followed something profound unfolded. I stopped relying solely on effort, logic and planning. Instead, I began responding intuitively — sensing what was needed rather than forcing what I already knew. In another mystery run, I outpaced Corey who had always been faster, not because I pushed harder but because I stopped over-thinking. There was no need to stay in control. Just flow.

That's when I understood the power of Turning Right.

It's not about choosing the opposite path for novelty's sake. It's about breaking the loop of conditioned behaviours — especially the ones that once made us successful. It's about stepping into unfamiliar territory where our assumptions get tested — and encounter more mature perspectives. Where the usual tools fail — and get replaced by new capacities.

The impact was measurable and beyond anything I would have dreamed of. I not only qualified for the 24-hour running world championships but also learned to thrive under intense pressure to place 11th in the world. Most surprising was that I improved my race performance by 22% within only 18 months, while halving my stress.

The question I have been exploring since is: *What if each of us is capable of a 22% performance leap while halving our stress — not from grinding harder but from upgrading our inner game?*

As leaders we have our own turning-right moments — points where the safe, familiar path keeps us competent but prevents us from becoming extraordinary. In a business context, we crave such game changers when growth plateaus or pressure mounts. We would match the rising outer complexity with inner capacities: a shift in how we relate to uncertainty, challenge and our own sense of self.

The next level of leadership isn't about more technique — it's about deeper access to intuition, presence and adaptability under pressure. Leaders who learn to metaphorically turn right shift from a motivation-not-to-fail to a motivation-to-succeed and respond from awareness. In that space, something new becomes possible. Turning Right is where the real journey begins.

## **We grow by crossing thresholds, not by following a set path**

*“What we really want is on the other side of what we are resisting.”*

Transformation rarely unfolds as a straight line. It's less like climbing a staircase and more like crossing a series of thresholds — points where the familiar can't take us further and a different way of leading is asked to emerge.

A threshold is not a checkpoint on a project plan. It's a deeper shift — in how we see ourselves, relate to challenge and act under pressure. Each one asks for something new: more awareness, more courage or a willingness to let go of what once worked.

The Turning Right journey maps five recurring thresholds we encounter. They can arrive in any order, repeat over time and even overlap. What matters is not *“ticking them off”* but recognising where we're at — and having the capacity to cross them skilfully.

**1 Answering the call.** Transformation starts with something quiet — a moment that disturbs the surface. Sometimes it's a crisis, but often it's a subtle inner signal: What used to work no longer feels aligned. This stage invites leaders to slow down and start listening. Beneath the noise, a deeper version of excellence is calling — one anchored in authenticity, not just achievement. The challenge here is that the path is not yet clear. The call rarely comes with instructions. It asks for courage without certainty.



*Where in your life or leadership are you being called to turn right — even if you can't yet explain why?*

**2 Embracing the challenge.** This is where the work gets real. The comfort zone recedes, and old strategies begin to fail. The call, once inspiring, now asks for stretch. Here, challenge becomes a teacher — not a threat. We start recognising our reactive patterns — the stories, strategies and habits that once kept us safe yet now keep us small. The task is not to push through discomfort but to stay open within it. Here, we begin to let go our autopilot and step into courage. This stretch doesn't just impact us — it becomes the team's stretch. Courage becomes contagious.

*Where are you armouring up — and what if you softened the tension?*

Developmental stages of transformational leadership		
Stage	Essence	Developmental shift
Answering the call	Recognising that something deeper is possible, even if the next step is unclear	From autopilot to deep listening
Embracing the challenge	Meeting discomfort as a portal for growth and building the resilience to stay the course	From resistance to acceptance
Entering new territory	Letting go of certainty to lead in the unknown	From control to surrendering
Learning experientially	Developing embodied capacities, not just intellectual understanding	From thinking to sensing
Step-changing leadership	Operating from an expanded centre that amplifies both personal and systemic impact	From scarcity to abundance

**3 Entering new territory.** When familiar maps stop working, leaders must learn to navigate from within. This stage is marked by ambiguity, complexity and uncertainty — but also creativity and emergence. The price for breakthroughs is to acknowledge that there are no guarantees. The practice is to let go of over-thinking and reconnect to the intelligence of heart and body. We pause repetitive compulsive thought patterns and, instead, attune to people, systems and our inner signals. Flow occurs when we relax into not-knowing, create space to sense and allow new possibilities to emerge. This is where paradox lives: clarity through not-knowing, decisiveness through pausing.

*What becomes possible when you let go of needing to know and simply allow yourself to feel?*

**4 Learning experientially.** Leadership maturity doesn't come from knowledge — it's earned in motion. This stage turns insight into capacity through embodied practices. Leaders begin to recognise that our nervous system, emotional regulation, somatic awareness and quality of attention are not soft skills — they are foundational. Mastery of the inner game includes sensing our reactivity in real-time, staying with tension without discharging it and expanding our ability to respond rather than react. Over time, what was once invisible becomes an ally: awareness of breath, signals from the body, emotional texture. As a result, we access deeper states of presence amidst adversity.

*How would your leadership change if presence became your most practised skill?*

**5 Step-changing leadership.** At this stage, leadership widens: We sense the system, hold paradox and move from self-focus to service. The clarity we've cultivated internally radiates across the system. Our presence changes the room, and results follow. Teams move more fluidly. Trust deepens. Strategy execution accelerates. Leaders who once felt like they were carrying everything alone begin to create environments where others rise with them. This is the moment where identity, impact and intention align — and leadership becomes less about the leader and more about the possibilities we unlock in others.

*What becomes possible — systemically — when you lead this way?*

### 3. The practice in real time: Navigating our challenges

Research is clear: At least 70% of organisational transformations fail — not because of strategy, but because the shifts are never truly embodied. Neuroscience explains why: The brain is plastic — but we don't change through intellectual insight alone. We require new experiences for behaviours to shift. Under pressure, our nervous system defaults to familiar patterns unless we physically rehearse and integrate new responses.

That's why Turning Right is built on in-the-moment practice. This work is inseparable from the business at hand. We use the challenges on the strategic agenda and the disruptions that arrive unannounced as the training ground. The real value of Turning Right shows up in live moments — tension, conflict, crisis — not in reflection alone. It happens in unscripted moments — when the path ahead is unclear, the stakes are high and others are watching.

This is how Turning Right moves from concept to lived practice. What follows are the five stages of the journey — and an indication how they can unfold in the real world.

#### 1 Answering the call: Transformation begins when we create space

*"The first step in leading differently is listening differently."*

One executive I worked with came to me not because things were broken but because they felt oddly muted. The business was performing, the team was stable, but something

in them was restless. *“I’m hitting all the markers,”* they said, *“yet it feels like I’m missing the real work I’m meant to do.”*

When the calling is unclear, the challenge is not to act immediately but to disrupt the autopilot — to slow down when everything else is speeding up. For something new can land, the practice is creating space. It’s all too easy to revert to confirming what we already know or defending our position. Deep listening means sensing beyond the words, attuning to the meaning beneath them.

Powerful formats at this stage include deep listening sessions and 360-degree feedback. For individuals, these open a mirror to the self; for teams, they surface perspectives hidden under the noise of busyness.

Stage 1 is about the why. It’s not about solving — it’s about listening. It’s about realizing the old way no longer fits and creating conditions where a new way can emerge.

## **2 Embracing the challenge: We can’t change the game until we change ourselves**

*“Owning our part of the mess is the most powerful move we can make.”*

Early in the journey, it’s common for leaders and teams to point outwards: The problem is *“out there”* — in another department, another leader, the market. Yet, systems rarely shift from the outside in. If we accept that it is our journey, it is on us to change first.

Looking in the mirror and asking *“How am I part of the problem?”* requires vulnerability. When we take 100% ownership of our contribution, it doesn’t let others off the hook — it simply puts us in a position to lead the change. It is paramount to soften our inner resistance in order for our operating system to mature. This is vertical development work — shifting how we see, decide and act under pressure. We move from fixing problems to shifting patterns

In complexity, acceptance isn’t resignation. It’s recognising reality clearly enough to work with it — and beginning the shift from *“changing them”* to transforming how *we* lead within it.

## **3 Entering new territory: Breakthroughs require letting go of control**

*“The mark of a mature leader is the ability to hold tension without forcing resolution.”*

Crossing into new territory means stepping into contexts where our old tools don’t quite fit. For the executive team facing a critical market shift or the senior leader driving high-stakes change, the instinct is often to double down on *“making things happen”*. Yet paradoxically, what’s required is the opposite: letting go. Not of responsibility, but of the illusion that control alone will carry us through.

This stage is about cultivating embodied self-awareness — noticing in real time what's happening in our thoughts, sensations and emotions. Research shows leaders with high embodied self-awareness are rated more effective by peers and teams and that emotional regulation directly correlates with resilience and decision quality under pressure.

The ability to hold tension — rather than resolve it prematurely — marks the difference between reactivity and mature presence. It's in the pause before we act — the space that lets us choose a response aligned with our highest intent. One deceptively simple, yet far from easy practice is to take a current challenge and separate what's a thought (*"They're not supporting me."*), a bodily sensation (*tightness in the chest*) and an emotion (*anger*). Doing this breaks the loop where thoughts feed emotions which then reinforce the non-productive thoughts.

Practicing to stay present with whatever is arising creates choice. We can step off the dance floor and onto the balcony — to see the situation from a wider perspective. When we expand our capacity to hold both control and surrender, analysis and intuition, action and stillness, we move beyond coping and managing into thriving.

#### **4 Learning experientially: Practice rewires how we lead**

*"We can't lead others beyond where we're willing to go ourselves."*

A senior leader I worked with was heading into a critical board meeting after a turbulent quarter. In the past, pressure meant over-preparing to exhaustion, micromanaging the team and arriving already drained. This time, they approached it differently. We practised recognising the early signs of tension, pausing and returning to a centred state before taking action. The result: a system perspective, sharper decision-making and a more collaborative meeting dynamic.

These high-pressure moments reveal our true capacity. We can't control the timing or nature of disruption, but we can prepare for it. Through deliberate, real-time practice we recover faster from fight-flight-freeze, spend more time in expansive states (coping → managing → thriving) and access deeper insight in the heat of challenge.

This is about capacity. Leadership becomes a trainable practice. Flow states mirror the deep trust required to lead through complexity. And the inner voice that shapes an athlete's race is the same narrative that either anchors or unravels us in critical moments. The goal isn't to eliminate stress but to transform our relationship with it — to stay open when others close and be at our best (thrive) when the stakes are highest.

#### **5 Step-changing leadership: Transformation ripples outwards**

*"Many leaders stop at mastery — transformation begins just beyond it."*

Transformation isn't a straight line. It's a spiral. Each summit becomes the starting point for the next ascent.

I've seen leadership teams move from drama to flow, finding that coherence created results no playbook could have engineered. I've seen executives once depleted find the energy to more effortlessly do what truly needed to be done. I've witnessed honest conversations that cut through defensiveness, where leaders stopped pointing elsewhere and began taking full ownership — and with that, entire cultures shifted. Profitability grew. Trust deepened. Conflicts produced ideas. Energy recovered faster. Leaders no longer carried the system alone; they created the conditions where others could rise with them.

These are not isolated wins. They reflect a consistent pattern: When leaders stop operating from scarcity — not enough time, not enough trust, not enough certainty — and start leading from abundance — clarity, coherence, choice — they multiply their impact.

There is no finish line in this work — only ongoing evolution. The real measure of transformation isn't performance in ideal conditions but how we show up when things are messy and the old answers no longer work.

In those moments, Turning Right becomes more than a method. It becomes a mindset — and a compass we can trust.

### **Reflection break: Evolving from the inside out**

*These questions are designed to invite honest self-inquiry and spark dialogue — individually and as a team. Create space. Let them guide you what might be possible.*

#### **Self-reflection**

- ☐ What is the new baseline I've quietly outgrown?
- ☐ What belief or behaviour once made me successful — but now feels limiting?
- ☐ Where am focusing more on efficiency than seeking a new level?
- ☐ What part of me is ready to lead differently under pressure?

#### **Team and collective reflection**

- ☐ Where has our team confused stability with mastery?
- ☐ In what areas are we operating from past success, not future readiness?
- ☐ What conversations are we avoiding that would shift how we lead?
- ☐ What would it look like to evolve not just individually — but together?

#### **Looking ahead**

- ☐ If I/we returned to this framework six months from now, what would I/we want to have seen differently, said more honestly or done more courageously?

## 4. Closing invitation: Turning right into the emerging future

This work is for leaders, teams and organisations who sense that what got us here won't get us there. You've achieved a great deal, yet inside you sense a gap — a knowing that leadership can be lived from greater depth, stillness and truth.

### Make thriving our default state

*"We don't rise to the occasion — we fall to the level of our inner state."*

If you feel called to pursue what seems impossible, it's time to make thriving your centre of gravity. This applies across industries and at every level of leadership. The inner journey is universal — and the further your responsibility extends, the more your way of leading shapes the whole environment around you.

Thriving isn't a motivational state — it's a trainable one. The chart below maps the inner foundations of leadership under pressure and how the Turning Right journey expands our capacity to operate from the most impactful state more of the time.

#### Inner foundations of leadership – From coping to thriving

Dimension	Coping	Managing	Thriving
Inner state	Reactive, survival-driven	Focused, steady, in control	Grounded, adaptive, expansive
Mindset	Problem-focused, narrow lens	Solution-focused, structured	Opportunity-focused, systemic perspective
Emotional regulation	Easily triggered, energy drained	Controlled, measured responses	Centred, recharges self and others
Decision-making	Short-term, risk-averse	Decisive, evidence-led	Balanced, intuitive and strategic
Relationship to pressure	Sees as threat	Manages with effort	Uses as catalyst for clarity and growth
Collaboration	Isolated, defensive	Functional	Generative, trust
Innovation	Reluctant to deviate from known	Improves existing solutions	Welcomes novelty, enables emergence
System impact	Adds friction and reactivity	Maintains stability	Elevates culture, inspires co-creation

*When leaders recognise their current state and know how to shift it, they expand what's possible for themselves, their teams and their organisations.*

### Leadership impact expands when we grow the field around us

*"Culture shifts when consciousness does."*

True transformation doesn't end with the individual. As leaders shift how they show up under pressure, the impact naturally expands outwards — shaping teams, cultures and systems. Turning Right activates change at three interdependent levels:



- **Self** — strengthening presence, identity and coherence.
- **Team** — building trust, shared rhythm and collective stretch.
- **System** — aligning structures, fostering adaptability and amplifying momentum.

Leaders who work at all three levels become cultural carriers. They influence not just results but the way trust, agency and challenge move through their organisation. This is leadership as a field effect — one where transformation is no longer a top-down initiative but a shared capacity for evolution.

Turning Right offers multiple pathways — grounded in rigour, designed for step-change and tailored to your leadership context. Whatever the entry point, the invitation is the same: Turn towards the edge that matters most and take the step that changes everything.

- **Expand your individual leadership capacity:** Sustainable breakthroughs start from within. Exploring how to thrive is highly personal. In one-to-one engagements, we uncover and upgrade the inner operating system driving your impact. The result will be a shift in who you are under pressure, which elevates impact, relationships and legacy.
- **Build a high-performing team:** When teams want more than alignment, they need shared trust, stretch and rhythm. Leadership team journeys blend developmental depth with strategic clarity, enabling teams to lead together — not just operate in parallel. This work transforms groups of strong individuals into teams where members are committed to each other's growth and success.
- **Lead for systemic impact:** When the goal is to influence not just individuals or teams but the whole field in which leadership operates, the work becomes systemic. It may start with a single conversation or summit and grow into culture journeys. The outcome: systems that don't just withstand disruption but generate resilience and momentum from it.

Real change happens when we as leaders shift the way we show up, together. That's the essence of Turning Right: transformation that starts within and moves outwards until it reshapes the culture itself.

**The future we're seeking starts with the conversations we're having**  
*"Big shifts start with small, deliberate steps."*

If something stirred as you read this — trust that signal. The next step is simple. Transformation begins with a conversation. Let's explore what your next level could look like.

## Appendix: Further reading

The Turning Right framework didn't emerge in isolation. It's rooted in decades of lived experience, shaped by dialogue with clients and enriched by the insights of thinkers, practitioners and researchers across multiple fields. This curated companion list offers perspectives from leadership development, systems thinking, mindfulness, identity work, adult development and spiritual inquiry.

**Robert Anderson – *Mastering Leadership* (2015).** *“What you hold in your consciousness tends to manifest—the inner game runs the outer game.”* Brings together leadership effectiveness research with vertical development, providing data-driven insight into why inner transformation drives outer results.

**Joseph Campbell – *The Hero with a Thousand Faces* (1949).** *“The cave you fear to enter holds the treasure you seek.”* Describes the archetypal journey of transformation.

**Daniel Chambliss – *The Mundanity of Excellence* (1989).** *“High-performers focus on qualitative, not quantitative improvement; it is qualitative improvements which produce significant changes in level of achievement.”* Reveals that peak performance comes not from effort alone but from constant reinvention of approach.

**Victor Frankl – *Man's Search for Meaning* (1946).** *“Everything can be taken from a man but one thing: the last of human freedoms — to choose one's attitude.”* Shows how purpose and choice shape experience.

**Rick Hanson – *Hardwiring Happiness* (2013).** *“What you rest your mind on shapes your brain.”* Bridges neuroscience and presence to show how experience rewires the brain.

**Ron Heifetz – *Leadership Without Easy Answers* (1994).** *“The most common leadership mistake is treating adaptive challenges like technical ones.”* Introduces the distinction between technical and adaptive challenges.

**Thomas Hübl – *Attuned* (2023).** *“It may take only a small number of us to establish a new level of collective coherence.”* Connects personal and collective trauma to leadership coherence.

**Robert Kegan – *In Over Our Heads* (1994).** *“The demands of modern life often exceed the capacities of our current way of making meaning.”* Introduces adult development and meaning-making stages — foundational for vertical leadership transformation.

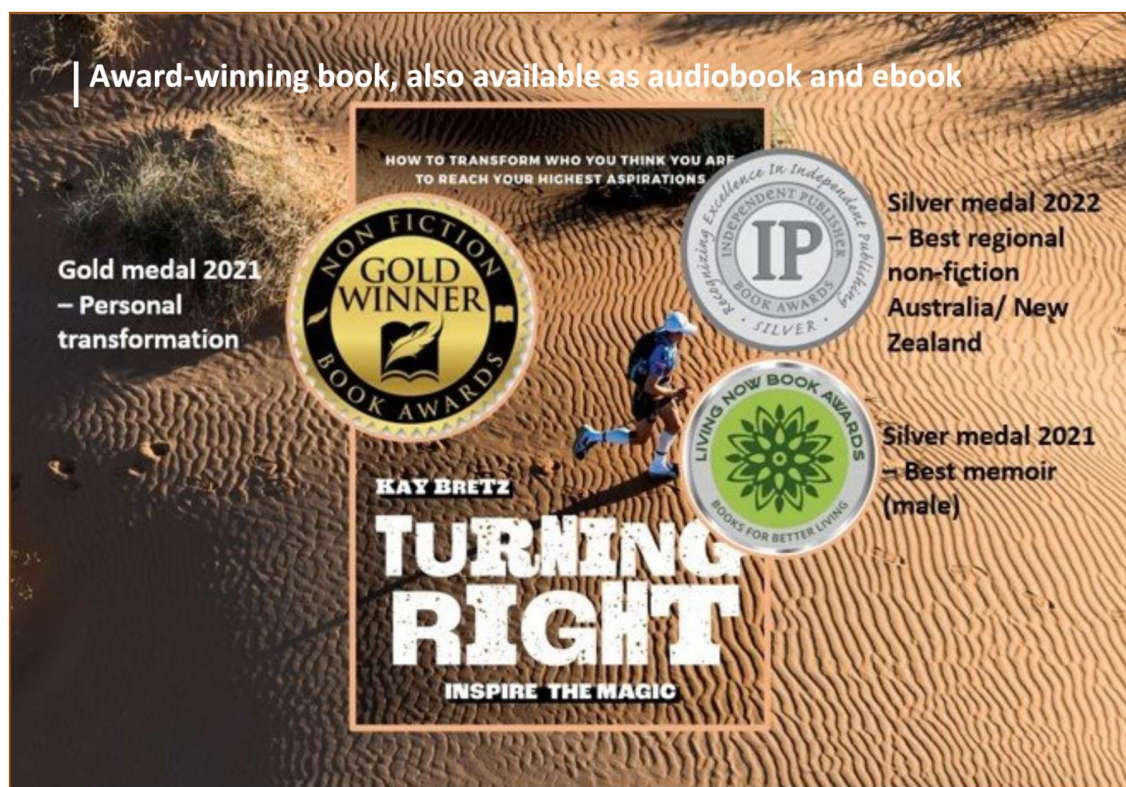
**Robert Kegan & Lisa Lahey – *Immunity to Change* (2009).** *“People don't resist change — they resist the loss it represents.”* Outlines why mindset shifts require surfacing hidden commitments and assumptions.



**Otto Scharmer – *The Essentials of Theory U* (2018).** “Leadership in its essence is the capacity to shift the inner place from which we operate.” Establishes presence, sensing and emerging futures as the path to systemic change.

**John Vervaeke – *Awakening from the Meaning Crisis* (2019).** “We need a wisdom revolution, not just an information one.” Explores four kinds of knowing for deeper experiential insight.

**Ken Wilber – *A Theory of Everything* (2001).** “Integral thinking means nothing and no one is left out.” Explains the AQAL framework integrating psychological, cultural and systems lenses.



**Kay Bretz – *Turning Right: Inspire the Magic* (2021).** “Reading books about adventures is no substitute for setting sail on one’s own quest.” A personal memoir of transformation that blends elite ultra-running, corporate leadership and coaching insights — laying the foundation for the Turning Right framework.