

LEADERSHIP TEAM *Verticle* DEVELOPMENT



**Building Capacity for the
Construction Industry**

TASMANIA

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**“AN ORGANISATION CAN
NEVER OUTPERFORM
THE LEVEL OF
DEVELOPMENT OF ITS
LEADERSHIP.”**

This is vertical development—the scaffolding that enables leaders to rise beyond their current capabilities. Without it, strategies stall. With it, every leader’s growth becomes a resource for the whole organisation.

The ceiling on growth isn’t set by market demand or industry conditions. It’s set by the development level of your leadership team. Raise that scaffolding, and you raise what’s possible.

In construction, the scaffolding always goes up first. It rises before the building does. Without it, no matter how strong the vision, detailed the design, or dedicated the builders, the structure will never stand.

Organisations are no different. **The scaffolding that allows them to grow is the leadership.**

If leadership doesn’t grow, neither can the organisation. Just like scaffolding sets the limit on how high a building can rise, leadership sets the limit on how far a company can go.

In our industry, **technical and problem-solving expertise is the norm.** It earns respect and proves you can deliver. But respect alone doesn’t move people. To lead, you need something deeper.

Competence earns respect. Capacity (what we call vertical development) **builds trust.**

Capacity gives leaders steadiness and influence. It’s what enables them **not just to manage projects, but to lead people.**

Capacity in action looks like:

- Building trust under pressure
- Leading through complexity
- Working across difference with both care and clarity
- Challenging directly while maintaining alignment
- Holding the bigger picture and the human dimension together
- Unlocking growth that isn’t just incremental, but transformative—opening new lanes of possibility

WHO IS THIS FOR?

This program is for senior leaders who:

- Built their careers on technical expertise but now **face the challenge of culture, influence, and people leadership.**
- Feel the weight of decisions in **high-pressure environments** and want to lead with steadiness.
- Are ready to move beyond firefighting—shifting from **managing problems to developing people and culture.**
- Want to **meet complexity with clarity** and balance both the human and project dimensions.
- Are committed to creating **cultures of trust, accountability, and innovation.**

Senior leaders often ask:

- Why can't my people communicate?
- How do we keep and grow the best talent?
- Why so much conflict in our teams?
- Why are we losing young people?
- Why do we face poor quality, low productivity, and little innovation?
- Why are my people stressed and burning out?
- What do I do about high performers causing high turnover?

These aren't technical issues—they're leadership challenges.

And they signal that current expertise has reached its ceiling. The next level of performance won't come from more technical know-how, but from **growing the consciousness and capacity of leadership itself.**



WHAT IT MEANS TO GROW VERTICALLY

Developmental Psychology now confirms that we grow in two distinct but interdependent directions: horizontal and vertical.

Horizontal development is growth in information—new knowledge, skills, and technical know-how. This builds competency. Most professional development, training, and coaching is horizontal. It's goal - pouring more information into the leader's mind, such as how to manage performance or design a workflow. As content increases, so does competency.

VERTICAL GROWTH:

How we know

- Increased consciousness & connectedness
- Adding new perspectives
- Uncovering assumptions

CAPACITY

HORIZONTAL GROWTH:

What we know

- More know-how and information
- Skills & behaviors

COMPETENCY

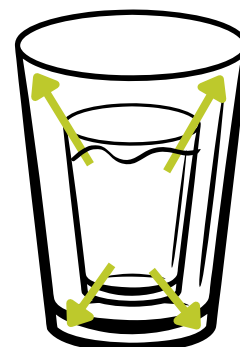
Adapted from: Susan. Cook-Greuter (2004)

Vertical development, on the other hand, is growth in *how* we know. It shifts the very form of mind itself (trans-form-ation) enabling us to see and show up in more integrated, holistic ways. In doing so, it raises consciousness — expanding awareness beyond old limits and allowing leaders to perceive, relate, and respond from a wider, larger, more inclusive perspective.

If horizontal development, is like adding more water (content) to a cup - the leaders mind; then **vertical development** is expanding the size of the cup itself - increasing its overall capacity.



HORIZONTAL DEVELOPMENT



VERTICAL DEVELOPMENT

TURING INFORMATION INTO TRANSFORMATION

Most leadership development **mistakes information for transformation**. For many leaders, their cup of knowledge is already full. They've seen the models and learned the techniques. What's missing isn't more information—it's the capacity to embody what they know when it matters most.

In technical industries, the instinct is to add more training, more tools, more knowledge. But horizontal growth—skills and competence—has limits. Despite years of technical upskilling, issues like diversity, equality, bullying, mental health, and wellbeing persist.

These aren't technical problems—they're human ones. Adding more know-how is like piling weight on the very plank you're standing on, without addressing the deeper adaptive challenge.

INFROMATION	TRANSFROMATION
Gains more knowledge, skills, and tools	Expands capacity to think, feel, and act from a larger perspective
Learns best practices and standard models	Makes sense of complexity with clarity and confidence
Improves technical expertise and efficiency	Strengthens resilience, emotional intelligence, and presence
Prepares for known challenges and predictable situations	Leads effectively through uncertainty, conflict, and ambiguity
Focuses on role competence and problem-solving	Transforms not just what you know but how you show up

This program avoids that trap. By weaving together **individual coaching** and **collective workshops**, it creates development that is not just learned but lived.

Leaders don't just gain new skills—they expand the inner capacity to **lead culture, manage complexity, and create real change**. Development becomes embodied by individuals and embedded into the organisation's fabric.

DESIGNED FOR TRANSFORMATION

Despite enormous investment, many leadership programs fail to create lasting change. McKinsey's research shows this happens for five recurring reasons. This program is intentionally designed with each of these in mind, ensuring that growth is **practical, relevant, and sustained**.

The Pitfall	Why This Matters	Our Response (Vertical Development in Action)
1. They ignore context	Generic programs miss the real challenges leaders face in their industry.	One-on-one developmental coaching anchors growth in each leader's actual context. Leaders apply new insights directly to their projects and culture—growth becomes lived, not theoretical.
2. Learning doesn't transfer	Training fades without practice and follow-through.	Coaching cycles and peer practice ensure learning sticks. Leaders experiment, reflect, and adapt—turning daily work into the classroom.
3. Too much classroom, not enough experience	Real growth comes through stretch assignments and relationships.	Workshops are hands-on and experiential, but the real shift happens on site. Coaching and peer accountability reinforce new ways of leading where it counts.
4. Leaders don't model the change	Without senior leaders embodying growth, culture won't shift.	This program starts with executives, equipping them to model presence and steadiness. Shared practices cascade across the organisation, creating alignment.
5. Mindsets go untouched	New tools won't stick if old assumptions stay in place.	We work at the level of mindset and meaning-making. Leaders expand their perspective, regulate under pressure, and embody who they are becoming—not just what they do.

HOW WE DEVELOP LEADERS TOGETHER

The power of this program lies in the **combination of workshops and individual coaching**. One supports the other. Coaching builds the inner edge of each leader, while workshops weave those edges into the fabric of the team and organisation.

This is the formula:

A better me + a better you = a better us.

When individual growth is linked to collective practice, every leader's development becomes a shared asset. Growth, trust, collaboration, and accountability are no longer just individual goals—they become cultural norms.

WORKSHOPS

The program begins and concludes with **group workshops**, designed to create the conditions for new and different conversations to emerge. They provide:
A shared space for reflection and dialogue, where leaders surface challenges and explore solutions together.

Opportunities to model growth in real time, building trust and psychological safety. Intentional pauses in the busyness of leadership, allowing participants to step back, see patterns, and reorient with clarity.

INDIVIDUAL COACHING

Executive Coaching provides a structured space for leaders to reflect, problem-solve, and apply strategies. Sessions are tailored to real workplace challenges, ensuring practical results.

- **Growth-Focused** – Enhances self-awareness, decision-making, and emotional intelligence.
- **Solution-Oriented** – Helps leaders implement effective workplace strategies immediately.
- **Accountability-Driven** – Encourages ownership of development and measurable progress.



PROGRAM

OPENING WORKSHOP

LEADING SELF

Opening Workshop – *Leading Self*

- Build momentum, connection, and inspiration going forward
- Explore core concepts of vertical development.
- Learn Conscious Leadership: above/below the line.
- Apply The Empowerment Dynamic (TED): drama to empowerment.
- Set the stage for assessments and coaching ahead.

INDIVIDUAL COACHING

Individual Coaching

- iEQ9 Enneagram Report + Debrief: gain insight into core motivations, strengths, and blind spots.
- Coaching conversations applied to live workplace challenges.
- Focus areas: emotional intelligence, decision-making, and resilience.
- Uncover limiting assumptions and embed new practices through action-reflection cycles.

TEAM TRAINING

LEADING OTHERS

Team Debriefs – *Leading Others*

- Enneagram Team Report: uncover team dynamics, strengths, and conflict patterns.
- Business on the Mat – Leadership Circle Team Debrief: apply real-world challenges to insights from the Leadership Circle Profile®.
- Explore: team life cycle, performance, conflict, and motivation.

INDIVIDUAL COACHING

Closing Workshop – *Leading Together*

- Apply insights to collective challenges faced by your team.
- Embed drama-free collaboration and empowerment practices.
- Build habits and rituals that sustain a healthy team culture.
- Establish learning organisation practices (e.g. peer coaching) to carry development forward.

CLOSING WORKSHOP

This structure ensures participants don't just learn new frameworks — they practice them, apply them, and embed them into both their individual leadership and collective team culture.

ASSESSMENTS & TOOLS

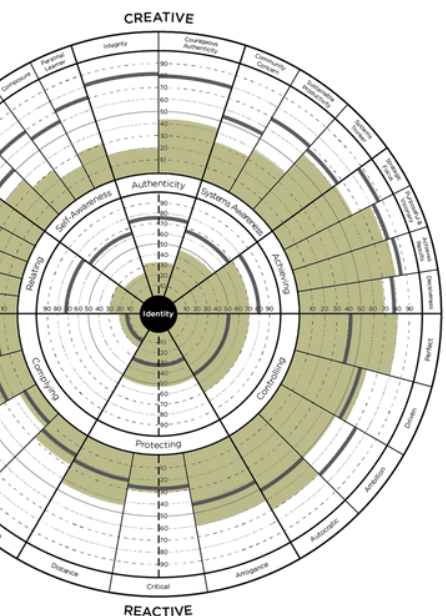
iEQ9 Enneagram Reports

The iEQ9 Enneagram System is a powerful personality assessment that uncovers core motivations, behaviours, and growth areas. It categorises individuals into nine distinct types, each with unique thinking, feeling, and behaviour patterns. The system provides a detailed report highlighting strengths, challenges, and blind spots, promoting self-awareness and leadership development. With **95% accuracy**, it helps leaders recognise triggers and habits while fostering adaptability and emotional intelligence, making it a leading tool for personal and professional growth.



[Download Sample Individual Report](#)

[Download Sample Team Report](#)



Leadership Circle Profile

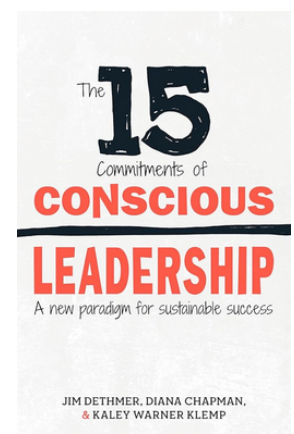
The Leadership Circle Profile is the most comprehensive leadership assessment system available, providing a detailed snapshot in time. It helps leaders answer, "**How are my behaviors and mindset enabling or constraining my intended leadership impact and our business performance?**" The LCP measures both inner and outer attributes of leadership, offering unparalleled insight into how leaders lead and opportunities for growth. This tool is used by most fortune 500 companies to give their leadership the insight and direction they need to increase overall capacity.

[Download the Brochure](#)

Conscious Leadership Materials

These create profound shifts through simple, pragmatic language that leaders can immediately apply. Each participant receives a **copy of The 15 Commitments of Conscious Leadership**, along with supporting resources.

The real power of this approach is that it gives your leadership team a common language and reference point. This ensures that development isn't just an individual exercise, but becomes an ongoing resource for the whole company – a shared way of noticing, learning, and leading together.



OUTCOMES

For the Individual Leader

- Greater clarity and integration: leaders act with authenticity, aligned to their purpose.
- Increased resilience and well-being: able to stay steady and healthy under pressure.
- Expanded perspective-taking: navigating diversity and complexity with confidence.
- A natural shift toward win-win solutions and long-term thinking.

For the Organisation

- More effective leadership: decisions made with wider awareness and foresight.
- A stronger organisational culture that builds trust and attracts talent.
- Greater capacity for innovation and collaboration, even in complex environments.
- A workforce that's not just skilled, but also more engaged and sustainable.

THIS PROGRAM IS DESIGNED TO BE:

Engaging – Real-world leadership challenges and practical application.

Practical – Directly relevant to your role in the construction industry.

Expanding – Broadening your leadership perspective and capacity.

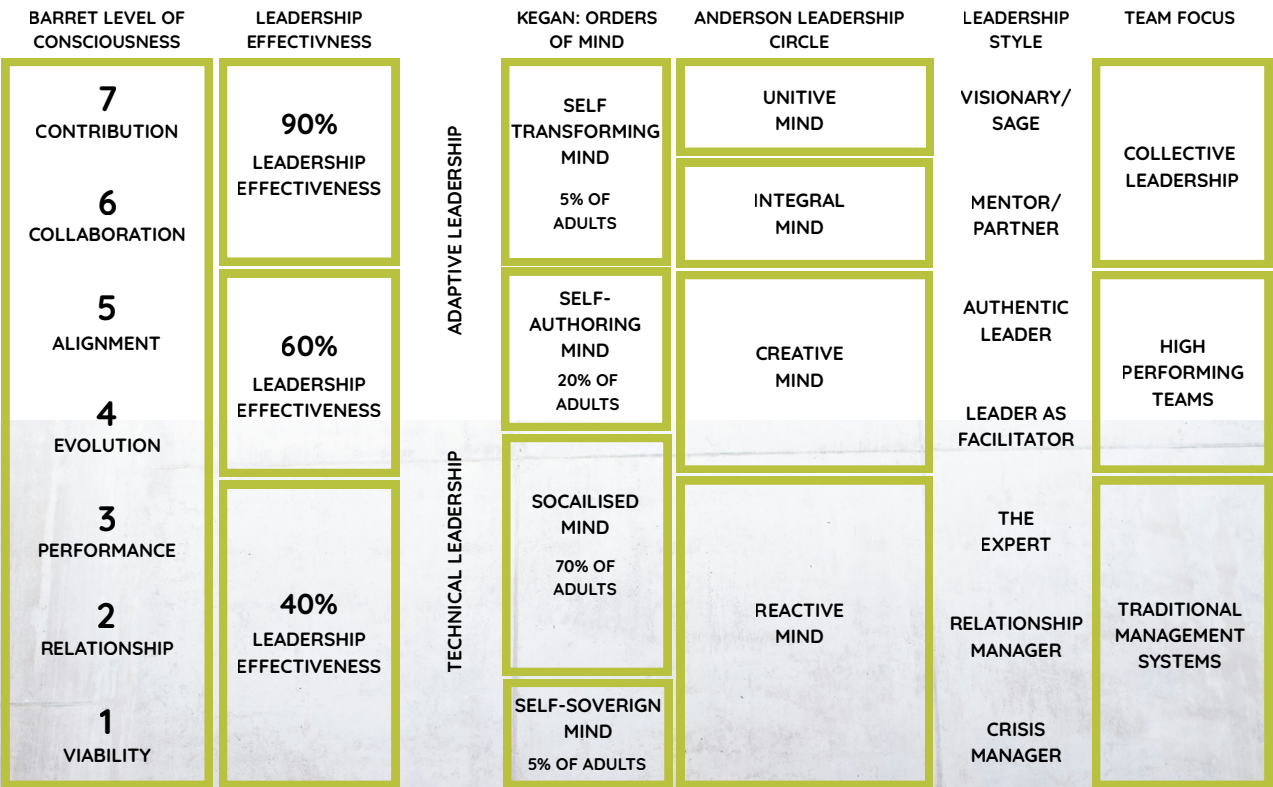
Action-Oriented – Applying learning immediately for tangible results.



THE CASE FOR INCREASED CONSCIOUSNESS

At the heart of vertical development is a shift in consciousness. As leaders expand the stage of mind from which they operate, they don't just know more — they see differently, act differently, and relate differently. This expansion is what unlocks new capacity in how leaders lead and lifts the ceiling on what organisations can do and achieve.

The Integrated Consciousness Roadmap



As consciousness grows, so does capacity — and with it, the impact of both leaders and the organisations they serve.



IS YOUR TEAM READY FOR THIS PROGRAM ?

WHEN LEADERSHIP DEVELOPMENT HAS THE GREATEST IMPACT

- **Before breaking ground** – aligning senior leaders on vision, culture, and accountability at project or organisational kick-off.
- **Stepping into bigger roles** – equipping superintendents, project managers, and executives as they move into greater responsibility.
- **Mid-build pressure points** – supporting leaders when complexity peaks, old approaches fail, and adaptive challenges emerge.
- **Scaling operations** – strengthening leadership capacity as teams, projects, or business units grow in size and scope.
- **Handover & close-out** – embedding lessons, ensuring smooth transitions, and avoiding repeat mistakes in future projects.

For senior leaders, the highest return on investment comes when development is tied to these natural inflection points—where leadership capacity directly shapes project outcomes, culture, and long-term organisational performance.

Senior Leadership vs. Upskilling

This program is for senior executives leading strategy, culture, and whole-organisation impact.

Looking for a program for your **site managers and supervisors**—those moving from technical mastery into people leadership? That's our Upskilling Program.



FACILIATOR & COACH

BEN PANGAS



BUILDER. COUNSELOR. CERTIFIED COACH.

With 20 years of experience in construction, human, and community development, Ben collaborates with organisations to build programs that grow their people and amplify their impact. He is an accredited counsellor and certified developmental coach.

- Masters in Coaching Psychology
- BA in Counseling & Coaching.
- CIV in Training and Assessment
- Trade Certificate - Carpentry & Joinery
- 12 year experience in construction
- 20 years experience in helping people grow

GROWING ORGANISATIONS THROUGH GROWING THEIR PEOPLE

CLIENTS



Department for Education,
Children and Young People



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