

THINKING &
PERFORMING
BEYOND
BOUNDARIES

META
LUCID®



CHRISTINA PRITCHARD & MARK MCCARTHY

The Co-Founders of Meta-LUCID

REDEFINING LEADERSHIP FOR GLOBAL SUCCESS

Christina Pritchard and Mark McCarthy, the Co-Founding directors of Meta-LUCID, first met in 2004 while working for the Forum Corporation in Boston. They quickly realized that they shared similar beliefs about leadership identification and development together with what the new approaches should be. With a shared vision, they decided to start their own business, Meta-LUCID, focusing on innovative leadership identification and development approaches. The misalignment between buyer and seller of such services provided the perfect opportunity for Christina and Mark to introduce something new. Both came from long-term corporate backgrounds before meeting at the Forum Corporation. Christina had worked in banking and finance, while Mark had experience in IT with global brands. Christina's expertise in operations and Mark's focus on sales and marketing gave them a unique perspective on leadership development.

Meta-LUCID stands out in the crowded market through its unique methodology, *Knowing, Doing, Being*®. This approach draws on adult learning principles, complexity science, and behavioural science in the workplace. It helps organizations identify future leaders and develop them into capable managers and leaders. What sets their approach apart is the focus on leadership as a set of behaviours that anyone in the organization can demonstrate, whether at the front desk or in the boardroom. The higher you rise in an organization, the more leadership presence and skills are expected.

However, Meta-LUCID doesn't believe in the traditional heroic model of leadership. Instead, they emphasize the ability to engage people, display humility, and foster improved performance in both oneself and others. One of the key elements that differentiates Meta-LUCID's approach is the sustainability and application of learning back in the work place.

Innovation is central to Meta-LUCID's operations, both internally and externally with clients. They emphasize the importance of gathering qualitative data and using it to inform new approaches. Although their business is service-based, without tangible products, innovation remains critical. By actively listening to clients and responding to their needs, they introduce new methods that create sustainable competitive advantages for their clients. Furthermore, their business model of '**Contracting for Results**' really does set them apart from others and brings absolute confidence to clients on getting a return on investment.

Technology plays an important but complex role in Meta-LUCID's business model. There is a growing trend toward Learning Management Systems (LMS), which allows for knowledge acquisition to shift from the classroom to the desktop via online platforms. While these systems offer cost savings and efficiency, they are only a first step, especially in developing behavioural skills. Technology can be helpful, particularly in gathering narrative-based data for developmental feedback, which is crucial for large, diverse, and global organizations.

When it comes to creative problem-solving, Meta-LUCID prefers to see it as exploiting opportunities rather than merely solving problems. They take a client-centric approach, carefully identifying what is most critical for each client and designing solutions that provide real (measured and verified) returns on investment. No two clients are the same, so Meta-LUCID tailors its approach to each unique situation. Meta-LUCID's leadership philosophy is based on nine working principles. These principles guide the company's operations and ensure consistent, high-quality work. Staff and associates are expected to embody these principles in all interactions with clients and colleagues. When working with Meta-LUCID, they commit to being responsible, responsive, and resourceful.

Success at Meta-LUCID is measured by repeat business. The most important metric for them is how often clients invite them back. Over 90% of their clients come from word-of-mouth referrals, and some have been with them for more than 14 years. Collaboration with clients is essential to Meta-LUCID's work. Their first-time engagements always begin with a Discovery and Alignment (D&A) process to evaluate whether the client is looking for a vendor relationship or a partnership. Once they establish that a partnership is the way forward, Meta-LUCID develops a stakeholder engagement plan to ensure alignment throughout the engagement. For complex, global organizations, this careful management and communication is key to success.

Meta-LUCID fosters innovation within its team by creating a psychologically safe environment where staff and associates can explore, experiment, and push boundaries. They encourage cognitive diversity in their hiring process, ensuring that they bring in people with different perspectives and approaches. The company has Learning Zones, where new techniques are tested before they are introduced to clients. By keeping their solutions simple, they make it easier for clients to implement changes in their busy, fast-paced work environments.

After 17 years in business, Meta-LUCID has never had to pivot its strategy. Christina and Mark believe that their vision has always been clear, and they have remained agile, adapting to internal and external changes without drastic shifts in strategy. By maintaining strong partnerships with their clients, they have been able to evolve their approach organically. Ultimately, the legacy that Meta-LUCID hopes to leave behind is one of making a difference. They have worked with organizations and leaders across the globe, and their impact is evident in the lasting relationships they have built.

