

# Capabilities Statement





# If your team:

- Is newly formed and needs to build trust and momentum quickly
- Is taking on a big challenge and needs to navigate complexity, ambiguity, and time pressures
- Is already high-performing, and ready to level up
- Is ready to evolve and operationalize equity across your organization
- Wants to make the most of this unique moment in time as we reset and define the future of work

## ...we're here to help!

**Whether you want to bring coaching into your organization, expand your current leadership development offerings, or help your team access their full potential, our team is here for you!**

# About Us

twelve13 Consulting is the collaborative work of [Liz Cruz](#) and [Jen Self](#).

## Liz Cruz

Liz Cruz (she/they) is the Founder & Principal of [Liz Cruz Consulting](#). Prior to leading her practice, Liz spent over 10 years in the corporate space (retail and technology) as a coach, leadership development program leader, and organizational effectiveness consultant. You'll find Liz coaching individuals and teams, facilitating, nerding out about EQ, or ruminating on wholehearted leadership over a cup of (decaf) coffee. Liz enjoys working with a diverse mix of clients; a special area of focus is Queer (LGBTQ+) leadership development.

Liz's approach is informed by her deeply held belief that each of us is inherently brilliant, and that the best solutions to our leadership challenges are found in our deep knowledge of ourselves. She is an eternal optimist, a queer leadership fanatic, a frequent teller of not-that-funny jokes, a lifelong artist (current love: watercolor), relentlessly curious, a deep empath, and despite all outward appearances, definitely an introvert.

## Jen Self

Dr. Jen Self, LICSW (they/them) is the CEO/Founder of [Brick 13](#), a Critical Equity Educational Consulting and Coaching LLC. They are also a part-time Assistant Clinical Professor at the University of Washington School of Social Work, and have coached, educated, and developed leaders across industries, from non-profits to government to corporate.

Jen credits their early experiences as a gender outlaw and time playing Pac-12 basketball for Cal as the impetuses for their life's dedication to intersectional racial and gender justice. Dr. Self is a visionary, an outcast, an innovator, a community builder, a chameleon, a connector of ideas and people, a musical theater nerd, a continual learner, a co-host of the podcast [All the Things-PNW](#) (Spotify), a creator, a parent, a pro-femme space advocate, a partner, a survivor of many things, always a radical truth-teller, and even on a good day, continually shaking off the teachings of White supremacy.

## Coaching Specialties

- Emotional Intelligence & Leadership
- Promotion Readiness & Transition
- Emergent Strategy & Consent-Driven Decision-Making
- LGBTQI+ Leadership Development
- Navigating the Corporate Space with Authenticity
- Justice, Equity, Diversity, & Inclusion (JEDI) Executive Leadership
- Executive Leadership Confidence

## Subject-area Expertise

- Emotional intelligence
- Effective influencing
- Leading for innovation
- High-performing teams
  
- Learning & development strategy & program management
  - Program & curriculum audit & review
  - Design, development, and facilitation of live workshop content
  
- Building equitable organizations:
  - Ideological, Institutional, Interpersonal, and Internalized privilege & oppression
  - Anti-racism & Anti-Blackness
  - Gender & Sexuality
  - Intersectionality
  - Trauma & mental health
  - Organizational auditing
  - Interpretive & qualitative research
  
- Higher education leadership:
  - JEDI for higher education
  - Mentoring for students
  - Higher education policy leadership
  - Curriculum auditing
  
- Backgrounds in corporate, nonprofit, & academic sectors

# Our Approach

We are committed to supporting you in creating meaningful and lasting change in your organization. Our approach is:

**Holistic.** We craft our approach to each project with careful thought for both individual participants' growth and organizational change, and with the understanding that the best change happens when we address personal & interpersonal learning, team norms & practices, policy, and other levers simultaneously.

**Responsive & Agile.** From experience, we know that no two organizational change journeys are the same, and that these journeys are rarely linear or predictable. We are emergent strategists, intuitive systems-thinkers, and creative masterminds. We design our approach to most projects in stages, allowing discoveries along the way to inform how the process unfolds.

**Humanizing & Emotionally Intelligent.** Daily we are often asked to subjugate our emotional, physical, psychic, and spiritual selves to fit into the workplace. This comes at a cost to ourselves and in our effectiveness and teamwork. This has compounded throughout the pandemic. We want empathy and connection more than ever before and yet we struggle to know how to create that. We bring emotional intelligence, presence, vulnerability, healing, and other humanizing elements to every engagement.

## Our Community & Partners

Our connections, familial, collegial, and friend, inform every aspect of our thinking and work. We are embedded within communities of thinkers, educators, coaches, and artists across the spectra of race, class, gender, sexuality, ability, ethnicity, religion, and more. Our thinking is always informed by these connections and the scholarship of queer, trans, nonbinary, and Black, Indigenous, People of Color (BIPOC). Further, our partnership network is wide, deep, and richly diverse allowing us to conscientiously consider each project and assemble the “just right” team to meet your needs.

Our frequent partners & co-conspirators include:

[Erin Jones](#)

[James Layman](#)

[Anjulie Ganti, MSW MPH](#)

Fernell Miller, [Root of Us](#)

Desireé Wilkins-Finch, [Rise LWP](#)

Heather Wellman, [Venn Logic Consulting](#)

Norma Timbang, MSW, [New Transitions Consulting](#)

# EQ & Coaching

## What is EQ?

**Emotional Intelligence (EQ)** - its nature, core tenets, and concepts - has been explored thoroughly over the past decades and is a set of skills critical for leaders at all levels, in all sectors and functional areas.

In one study, conducted by the Center for Creative Leadership across 38 countries, employees' evaluation of their manager's empathy was directly correlated with that manager's performance rating from their more senior leader.<sup>1</sup>

Another set of studies found that 93% of employees agreed that workplace empathy is important<sup>2</sup>, but that just 25% of employees agree that there is enough empathy in their organizations<sup>3</sup>. Empathy is just one facet of EQ; this skillset also includes emotional self-awareness, self-expression, and problem-solving.

In our coaching work, we support our clients in exploring their personal EQ profile & honing the specific skills most critical for their leadership challenges.

**Key Areas where EQ can be applied:** 1) Leadership Development; 2) Organizational Development; 3) Justice, Equity, Diversity, and Inclusion (JEDI) Work and Projects; 4) Executive Coaching; and 4) Team Building.

## What is Coaching?

**Coaching** is primarily an inquiry-based process, focused on setting goals, creating outcomes and increasing self-awareness. As your coach, our role is to:

- Discover, clarify, and align with your leadership development goals
- Encourage your self-discovery and support you in generating solutions and strategies
- Help you to learn about yourself
- Foster responsibility and accountability for the actions to which you commit

Coaching is differentiated from other development modalities (consultation, training, etc.) in that a coach will **ask questions to guide you in creating your own solutions**, rather than providing instruction or advice. Simply put, we help you get from where you are today to where you want to be by serving as a thought and accountability partner - **without judging, giving advice, or trying to 'fix'**.

The value of coaching is that you'll have targeted support that can be specifically aligned to **your** goals and needs. We'll support you in setting goals for our engagement, and together we'll define how we'll measure success.

<sup>1</sup> Center for Creative Leadership. Empathy and Performance: What's the Connection? 2016.

<sup>2</sup> Businessolver. Five Year Update: Businessolver's State of Workplace Empathy Study. 2020.

<sup>3</sup> Businessolver. 2021 State of Workplace Empathy Study. 2021.

# Team Effectiveness Offerings

We work with teams and organizations of any size to improve communication and collaboration, create more effective and inclusive team processes, and improve strategic planning and execution. In addition, we have a suite of customizable education & learning content and can deliver anywhere from a single workshop to a complete leadership development program to your team. We can also create custom content for your organization.

We offer a range of team solutions, including **team effectiveness consulting, education & learning, and team building.**

## Consulting

- Emotional Intelligence for Teams & Organizations
- Strategic Planning & Organizational Goal-Setting
- Optimizing team performance
- Team & Organizational culture growth
- Learning & development strategy

## Education & Learning

- Delivering Effective Feedback
- Leading for Innovation
- Effective Influencing
- Leading with Empathy, Clarity & Boundaries
- Bespoke workshop development

## Team Building

- Emotional Intelligence assessment & debrief
- Offsite/Team Build Planning & Facilitation
- Affinity group development (see JEDI Offerings)

# Coaching Offerings

Did you know that [94% of employees](#) say that they'd stay at a company longer if it invested in helping them to learn? Coaching is a great way to give your employees the development support they're looking for - it's highly personalized, done according to the coachee's schedule, and shows your deep interest in your employees' success.

And, coaching [delivers significant results](#): 80% of people who receive coaching report increased self-confidence, and over 70% benefit from improved work performance, relationships, and more effective communication skills. 86% of companies report that they more than recouped their investment in coaching.

We offer a variety of corporate coaching services for **leaders at all levels**, including **group and hybrid (group/1:1) programs** for organizations looking to offer coaching at scale.

## Executive Coaching

For Director, VP, C-suite, and other executive-level leaders. Features **flexible options for scheduling** and **availability outside of standard coaching sessions**.

## Leadership Coaching

For emerging and senior leaders (people managers and individual contributors welcome). Features structured **alignment with the coachee's leader** and **self-guided reflective work** to complete between live coaching sessions.

## Hybrid Coaching

For emerging and senior leaders (people managers and individual contributors welcome). A blend of **group sessions** where leaders will share challenges and generate solutions together, **self-guided homework** between sessions, and **1:1 coaching sessions** for personalized support. This program can accommodate cohorts of five to 30 participants and is co-facilitated by Liz Cruz and Jen Self.



Justice, Equity, Diversity & Inclusion (JEDI) work is not singular in focus, nor is it linear, simplistic, or easily contained within one specific framework. JEDI work is about humanizing, historicizing, and healing all peoples within a context of dehumanizing structural and systemic oppression, manufactured and erased histories, and mass cultural traumas that have created and perpetuated acute and long-term soul wounds (Duran, 1998). It is about deeply reflecting upon, questioning, and transforming the structures, policies, practices, and procedures of our organization from the most minute to those with the greatest reach and impact. And, it is about healing ourselves and each other as we begin to shed the legacies of our participation in or targeting by systemic inequity.

We offer myriad JEDI services for wherever your organization is in your JEDI journey.

## Strategy

- Gap analysis & auditing
- Strategic roadmap & goal development
- Annual review & planning
- Vision clarification
- Internal equity program development
- Equitable & liberatory organizational process & design

## Capacity Building

- Inclusive Meeting Practices & other mezzo- and micro-strategies
- JEDI skills workshops
- JEDI leadership coaching (see Coaching Offerings)
- Unlearning Anti-Blackness, Disrupting White Supremacy Culture

## Affinity Group Development

- Team and/or individual coaching for affinity group leaders
- Mission, Vision & Strategy for new groups
- Instructional & Event Design for ERG offerings
- Team Development (see Team Effectiveness Offerings)

Ready to grow?  
Let's talk!

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