

2021 LEADERSHIP COLLEGE SESSION DESCRIPTIONS

SESSION 1

CHARACTER: BECOMING THE LEADER PEOPLE FOLLOW BY CHOICE

DESCRIPTION: THERE ARE TWO FUNDAMENTAL WAYS IN WHICH LEADERS IMPACT THEIR ORGANIZATIONS: COMPETENCY AND CHARACTER. OF THE TWO, A LACK OF CHARACTER HAS A MUCH MORE ENDURING AND DESTRUCTIVE IMPACT. INDEED, WHO YOU ARE AS A LEADER IS MORE IMPORTANT THAN ANY COMPETENCY YOU POSSESS. TO DEMONSTRATE THIS POINT, REAL WORLD EXAMPLES OF CHARACTER-BASED, LEADERSHIP FAILURES WILL SERVE AS THE FOUNDATION ON WHICH THIS SESSION WILL BE BUILT. PARTICIPANTS WILL EXAMINE THE END-RESULT OF THESE FAILURES, IDENTIFY INTERVENTIONS THAT IF IMPLEMENTED COULD HAVE CHANGED THE COURSE OF HISTORY, AND MAKE PRACTICAL APPLICATION FROM LESSONS LEARNED.

LEARNING OBJECTIVES

1. LEARN THE ROLE CHARACTER PLAYS IN LEADERSHIP SUCCESS
2. LEARN THE CHARACTER-BASED ACTIONS NEEDED TO BECOME A LEADER PEOPLE FOLLOW BY CHOICE
3. LEARN TO LEVERAGE YOUR TEAM AS A MEANS OF CREATING CONSISTENCY BETWEEN YOUR WORDS & ACTIONS
4. LEARN THE SKILLS NEEDED TO IDENTIFY AND RESPOND TO CHARACTER ISSUES

SESSION 2

CULTURE: BUILDING A CULTURE OF ENGAGEMENT, OWNERSHIP, & BOTTOM-LINE PERFORMANCE

DESCRIPTION: ACCORDING TO AN ARTICLE IN THE HARVARD BUSINESS REVIEW, “BUSINESS LEADERS BELIEVE A STRONG ORGANIZATIONAL CULTURE IS CRITICAL TO SUCCESS, YET...MOST EXECUTIVES MANAGE IT ACCORDING TO THEIR INTUITION.” MOST LEADERS RECOGNIZE THE PROFOUND IMPACT CULTURE HAS ON ORGANIZATIONAL SUCCESS; NEVERTHELESS, VERY FEW OPERATE IN ORGANIZATIONS WHERE CULTURE AND PERFORMANCE ARE GIVEN EQUAL ATTENTION. IN MANY CASES, ORGANIZATIONAL OUTCOMES ARE CLEARLY DEFINED AND MEASURED WHILE ORGANIZATIONAL CULTURE IS LEFT UP TO “GOOD INTENTIONS.”

BASED ON HIS BOOK, "CULTURE IN 4D," *CHANGE THE CULTURE, CHANGE THE OUTCOMES* WILL WALK PARTICIPANTS THROUGH A PROVEN PROCESS FOR IMPROVING BOTTOM-LINE PERFORMANCE BY DESIGNING AND BUILDING A CULTURE WHERE ORGANIZATIONAL VALUES ARE TURNED INTO ACTION AND METRICS ARE USED TO ENSURE ALIGNMENT. INFUSED WITH RESEARCH, HUMOROUS STORIES, AND REAL-LIFE EXAMPLES, THIS SESSION WILL ALLOW PARTICIPANTS TO DEPART WITH PRACTICAL TOOLS TO HELP THEM DESIGN, BUILD, & HARNESS THE FULL POWER OF A CULTURE OF EXCELLENCE.

LEARNING OBJECTIVES

1. LEARN THE FOUR-STEP MODEL TO CREATING A CULTURE WHERE ORGANIZATIONAL VALUES AND EMPLOYEE ACTIONS ARE ALIGNED
2. LEARN THE PEOPLE PROCESSES AND METRICS NECESSARY FOR THE CREATION AND MAINTENANCE OF A CULTURE OF ENGAGEMENT AND OWNERSHIP
3. LEARN THE PROCESS FOR LEVERAGING CULTURE TO DRIVE PERFORMANCE
4. LEARN THE ROLE LEADERS AND THEIR TEAMS MUST PLAY TO MAKE ORGANIZATIONAL CULTURE A PRIORITY

SESSION 3

COACHING: TURNING HOMERUN HITTERS INTO HALL OF FAME PLAYERS

DESCRIPTION: THE ORGANIZATIONS THAT WILL THRIVE IN OUR CURRENT BUSINESS ENVIRONMENT ARE THOSE WHO HAVE COME TO RECOGNIZE THAT TALENT TRUMPS STRATEGY, AND THAT SUCCESS IS INEXTRICABLY LINKED TO THE ABILITY TO EXTRACT THE BEST FROM EACH PERSON IN THE ORGANIZATION. PEOPLE ARE THE BRIDGE BETWEEN STRATEGY AND EXECUTION; LEADERS EITHER SUPPORT OR DESTROY THE BRIDGE. COACHING IS ONE OF THE CRITICAL COMPETENCIES NEEDED TO SUPPORT THE BRIDGE.

THE THREE CORNERSTONES OF IMPACTFUL COACHING ARE THE COMPETENCY OF THE COACH, THE CULTURE IN WHICH THE COACHING OCCURS, AND THE RECEPTIVITY OF THE ONE BEING COACHED. IN THIS SESSION, PARTICIPANTS WILL LEARN THE SKILLS NEEDED TO BE AN EFFECTIVE COACH, AS WELL A PROVEN PROCESS FOR CREATING A CULTURE WHERE COACHING EFFORTS BEAR FRUIT.

LEARNING OBJECTIVES

1. LEARN TO DO AN EFFECTIVE DIAGNOSIS IN ORDER TO SELECT THE RIGHT INTERVENTION

2. LEARN THE SKILLS NEEDED TO FACILITATE BOTH FORMAL AND INFORMAL COACHING
3. LEARN TO USE QUESTIONING AS A MEANS OF UNCOVERING PERFORMANCE BARRIERS
4. LEARN THE THREE ELEMENTS OF A COACHING CULTURE AND HOW TO IMBED THEM IN YOUR TEAM

SESSION 4

COMMUNICATION: ENGAGING IN DIFFICULT DIALOGUE

DESCRIPTION: THOREAU ONCE SAID, “THE GREATEST COMPLIMENT I EVER RECEIVED WAS WHEN SOMEONE ASKED ME WHAT I THOUGHT AND THEN ATTENDED TO MY ANSWER.” BECAUSE THEIR FINGERS OFTEN REST ON THE PULSE OF THE ORGANIZATION, LEADERS FREQUENTLY POSSESS INFORMATION THAT CAN HELP MOVE THEIR ORGANIZATIONS FROM GOOD TO GREAT. NEVERTHELESS, POSSESSION OF A GOOD IDEA IS NEVER ENOUGH, TRUE LEADERSHIP REQUIRES THE ABILITY TO CRAFT A MESSAGE THAT IS COMPELLING AND MOVES PEOPLE TO ACTION.

THIS SESSION WILL BE DIVIDED INTO TWO PARTS. PART ONE WILL EXPLORE THE SUBTLE COMMUNICATION NUANCES THAT CAN BE THE DIFFERENCE BETWEEN IDEAS THAT ARE HEARD AND THOSE THAT ARE OVERLOOKED. PARTICIPANTS WILL INCREASE THEIR ABILITY TO INFLUENCE PEOPLE AT ALL LEVELS OF THE ORGANIZATION. PART TWO WILL FOCUS EXCLUSIVELY ON ENGAGING IN DIFFICULT DIALOGUE. PARTICIPANTS WILL LEARN THE SKILLS NEEDED TO APPROACH EVEN THE TOUGHEST CONVERSATIONS WITH CONFIDENCE; ALLOWING THEM TO MOVE FROM DIFFICULT TO COLLABORATIVE AND FROM BREAKDOWN TO BREAKTHROUGH.

LEARNING OBJECTIVES – PART ONE

1. LEARN THE KEYS TO CRAFTING A COMPELLING MESSAGE THAT IS BOTH HEARD AND CAN MOVE PEOPLE TO ACTION
2. IDENTIFY YOUR PERSONAL TRIGGERS AND LEARN HOW THEY IMPACT YOUR ABILITY TO INFLUENCE THOSE AROUND YOU

LEARNING OBJECTIVES – PART TWO

1. LEARN A FOUR-STEP STRATEGIC MODEL FOR ENGAGING IN DIFFICULT DIALOGUE
2. LEARN THE CRITICAL FACTORS THAT MUST BE CONSIDERED BEFORE ENGAGING IN DIFFICULT DIALOGUE

3. LEARN THE HIDDEN MEANING BEHIND EMOTIONAL OUTBURSTS, ACCUSATIONS, AND DEFIANCE, AS WELL AN APPROPRIATE RESPONSE FOR GETTING THE CONVERSATION BACK ON TRACK

SESSION 5

LEADING CHANGE: HONORING THE PAST, PIVOTING TOWARD THE FUTURE

DESCRIPTION:

ALVIN TOFFLER WROTE, “THE ILLITERATE OF THE 21ST CENTURY WILL NOT BE THOSE WHO CANNOT READ AND WRITE, BUT RATHER THOSE WHO CANNOT LEARN, UNLEARN, AND RELEARN.” CONSIDERING THE VOLATILE, UNCERTAIN, COMPLEX, & AMBIGUOUS TIMES IN WHICH WE ARE OPERATING, THE SAME STATEMENT COULD BE MADE ABOUT ORGANIZATIONS. NOW MORE THAN EVER, PAST SUCCESS IS NOT A PREDICTOR OF FUTURE SUCCESS. THE RAPID PACE OF CHANGE HAS RENDERED INEFFECTIVE THE TRADITIONAL MODEL OF A SINGLE, VISIONARY LEADER. AS A RESULT, MANY ORGANIZATIONS HAVE BECOME STUCK AS THEY TRY TO APPLY OLD WORLD SOLUTIONS TO NEW WORLD PROBLEMS. NOW MORE THAN EVER, LEADERS MUST SERVE AS AGENTS OF CHANGE MODELING COLLABORATION, LEVERAGING DATA, AND LEADING THE EFFORT TO CREATE A CHANGE-READY CULTURE.

LEARNING OBJECTIVES

1. LEARN THE 3 CRITICAL COMPETENCIES NEEDED TO BE AN AGENT OF CHANGE
2. LEARN A PROCESS FOR BUILDING COLLABORATIVE, INTERDEPENDENT, CHANGE LEADERSHIP TEAMS
3. LEARN TO DIFFERENTIATE BETWEEN NORMAL RESISTANCE AND TOXIC RESISTANCE
4. LEARN A PROCESS FOR MOVING YOUR TEAM BEYOND RESISTANCE TO CONSENSUS
5. LEARN TO LEVERAGE DATA AS A FOUNDATIONAL COMPONENT OF A CHANGE-READY CULTURE

SESSION 6

EXECUTION: HARNESSING INDIVIDUAL ACTION AND COLLECTIVE POWER

DESCRIPTION: ULTIMATELY, LEADERS WILL BE JUDGED ON THEIR ABILITY TO DELIVER THE GOODS. EXECUTION IS THE HALLMARK OF A GREAT LEADER. UNFORTUNATELY, MANY LEADERS



STRUGGLE WITH EXECUTION BECAUSE OF THE LACK OF TRAINING ON HOW TO MOVE FROM LEADING SELF TO LEADING OTHERS. THE CHALLENGES OF TRANSITIONING FROM THE INDIVIDUAL CONTRIBUTOR WHO DOES THE WORK, TO THE LEADER WHO GETS RESULTS THROUGH OTHERS, HAS TRIPPED UP NEW AND SEASONED LEADERS ALIKE.

FORTUNATELY, THERE ARE A SET OF TRIED AND TRUE COMPETENCIES THAT WHEN APPLIED CAN INCREASE SUCCESS DURING THIS TRANSITION. WHETHER THE PARTICIPANT IS ASPIRING TO BE A LEADER OR HAS ALREADY TAKEN THE LEAP, THIS SESSION WILL PROVIDE A SOLID FOUNDATION ON WHICH DELIVERING THE GOODS BECOMES THE NORM.

LEARNING OBJECTIVES

1. LEARN THE DIFFERENCES BETWEEN THE SKILLS AND PRIORITIES OF AN INDIVIDUAL CONTRIBUTOR VERSUS A LEADER
2. LEARN THE COMPETENCIES NEEDED TO GET RESULTS THROUGH OTHERS
3. LEARN A SYSTEM FOR SETTING OBJECTIVES AND TRACKING RESULTS
4. LEARN TO LEVERAGE DATA TO IMPROVE PERFORMANCE

