# HR & Senior Leadership Academy

**NEW**

**Elevate HR, mid-level, senior, and operational leaders to the top of their game.**
**A New Training Experience for Leaders of Leaders.**

Organizations are only beginning to understand how essential strong mid-to-senior level leaders are for successful strategy execution. As the conduit between executives and frontline employees, these leaders of leaders are the "make it happen" people who turn organizational goals into reality. But with ever-increasing spans of control, fierce competition, and challenging economic realities, their jobs have gotten tougher – often overwhelming. In many cases, these leaders are not prepared. This program develops stronger, more engaged leaders who can deliver an organization where it needs to go. Of the ten courses available in the Senior Leadership Academy, the five below are the most requested and available as a public event at one of our training locations. Each offering below is a **FULL DAY** with the program beginning at 9:00am and concluding by 5:00pm. Registration includes required pre-work of 30-45 minutes per topic (assigned prior), on-the-job tools, participant materials, assessments, lunch (public event) and highly-interactive facilitation.

## Coursework Benefits

**EverythingHR**

- Connects development to the business context creating real organizational impact.
- Builds highly capable leaders taking your business where it needs to go.
- Fills the organization's leadership pipeline with leaders ready for greater responsibility.
- Develops a high-performance culture that inspires the workforce to new heights.
- Increases engagement and retention of top performers by acknowledging their value and providing valuable development they can use today and throughout their careers.

<u>Audience</u>: This program is geared specifically to leaders of leaders. Coursework relies extensively on pre-work and leadership experience. Demonstration of solid foundation leadership competencies is recommended (EverythingHR Leadership Academy). Depending on organization and leader responsibilities, coursework may be applicable to Senior Managers, Operational Leaders, Human Resources, Mid-Level Management (Director and VP level). **For an organization-specific experience, we recommend sending 4+ leaders to one program.**

| Topics 1-2 | Topic 3 | Topics 4-5 |
|---|---|---|
| **Making Change Happen Coaching for High Performance** | **Translating Strategy into Results** (full day course) | **Developing Organizational Talent Mastering Emotional Intelligence** |

## Contact us for training dates.

Overnight accommodations available. Contact Training@EverythingHR.com for details.

| EverythingHR Client | | | Non-Client | |
|---|---|---|---|---|
| $750 | **Using EHR State Funding (3 days)*** | **+ Register 3 Get 1 Free**** | $1150 | **Using EHR State Funding (3 days)*** |
| $1650 | **All Other Organizations (3 days)** | | $2050 | **All Other Organizations (3 days)** |
| $600 | **Individual Session** | | $750 | **Individual Session** |

## Register by contacting: Training@EverythingHR.com

**ON SITE DELIVERY:** The program listed above can be customized and delivered on-site at your facility for a group of up to 20 individuals. The minimum charge is based on 12 regardless of participant count. Register 3, Get 1 Free not available for customized onsite delivery. State funding is available to offset the cost for eligible employers. Contact EverythingHR for exact pricing and/or any promotional discounts that might be applicable.

**\*State-Subsidized Registration Information: (1)** Apply at www.EverythingHR.com/StateEligibility.html, **(2)** Register anyone below a VP title who earns $18.00 to $85.00 per hour (Exceptions permitted: See State-Funded Public Event Registration Form) & who are/will remain employed full-time during/90-days after training, and **(3)** Request a registration form by emailing Training@EverythingHR.com, **(4)** Pay $300 for any missed day (make-up sessions / transferring to another location are <u>not</u> permitted) / maximum of $900 if individual does not meet wage, training, or employment requirements. Registration available for the full program only.

\*\* Free registration available for program(s) of equal or lesser value.

## Coursework / Experiences (available as a public event **or** private onsite)

**Topic 1.  Making Change Happen:** We hold leaders responsible for the "breakthrough" that will catapult the business forward despite increasing competition and other barriers to success – but without helping them with the HOWs. This course teaches the nuts and bolts of driving change – how to manage stakeholders' viewpoints, communication, and buy-in. (4 hour course plus 15 minutes of pre-work to identify a change initiative.)

**Topic 2.  Coaching for High Performance:** In this course, leaders develop multi-directional coaching skills and learn a proactive inquiry method for more effective development discussions. (4 hour course, plus 30 minutes of pre-work to evaluate one's own coaching skills and identify a coaching opportunity to develop during the session.)

**Topic 3.  Translating Strategy into Results:** Leaders discover how to engage themselves and their teams, and overcome the challenges that interfere with strategy success. (8 hour course, plus 60 minutes of pre-work to complete the Strategic Focus Analysis. Participants are also asked to bring their performance plans to the session.)

**Topic 4.  Developing Organizational Talent:** Leaders learn to define their current state of team development, as well as the ideal, future state, by pinpointing team and individual strengths and growth needs. They will also understand how to identify and develop high potentials for future leadership roles, assess the impact and effectiveness of development efforts, and provide feedback. (4 hour course, plus 40 minutes of pre-work to review their role as developers of organizational talent, read a case study, and complete a self assessment.)

**Topic 5.  Mastering Emotional Intelligence (EQ):** Leaders cannot do it alone. They need to understand growing their own emotional intelligence contributes to improved performance for their teams, their partnerships, and their organization. Leaders learn to prevent the emotional hijacking that can interfere with personal intentions and organizational outcomes. (4 hour course, plus 30-40 minutes of pre-work to identify an issue involving someone whose view differs from their own. They read about the Key Principles and complete the Index for Emotional Intelligence.) Note: This course is relevant for any leader.

## Additional Coursework / Experiences (available as private onsite only)

**Topic 6.  Cultivating Networks and Partnerships:**  Leaders learn how to build strategic partnerships, leverage networks, and evaluate their current alliances to close gaps in knowledge and perspectives.  (8 hour course, plus 40-50 minutes of pre-work to complete a networking self-assessment, begin completing a Networking Strategy Tool, and determine a partnership opportunity to develop during the session.)

**Topic 7.  Instilling a Culture of Innovation:**  Participants examine their role along with the leadership behaviors that foster a culture of sustainable, value-added creativity.  (4 hour course, plus 10 minutes of pre-work to complete an index around the challenges to innovation.)

**Topic 8.  Influencing for Organizational Impact:**  Leaders who manage cross-functional teams must hone their powers of persuasion, if they wish to lead colleagues outside their reporting structure.  Here, leaders create an influence strategy to communicate their ideas and recommendations and drive change that will have a positive impact on individual, team, and organizational performance.  (4 hour course, plus 45 minutes of per-work to read a case study and identify an influence opportunity to develop during the workshop.)

**Topic 9.  Leading with a Global Perspective:**  Leaders develop a long-term strategy for leading in a global environment, with careful consideration of how their own leadership skills and cultural orientations will play out across geography's, people/cultures, and business conditions.  The course enhances global acumen and perspective.  (8 hour course plus 60-90 minutes of pre-work to complete a self-assessment, read a case study to be used during the workshop, and identify a personal situation to explore during the workshop.)

**Topic 10.  Mastering Decision Dynamics:**  Leaders learn a decision-making discipline that sorts through the complexity to manage complex dynamics and overcome the forces both with themselves and across their organization that can compromise their decision-making quality. (4 hour course, plus 45-60 minutes of pre-work to conduct a discussion with managers of their decision-making styles and track record and also to identify an important business decision they will analyze during the session.)

Full Course Descriptions Available at www.ReadyNowLeaders.com
Contact Training@EverythingHR.com to register individuals or for any additional information.

# Senior Leadership Academy Registration

This registration confirms that the company named below will register the following individual(s) to attend EverythingHR's upcoming LEADERSHIP ACADEMY COURSEWORK. By signing this registration form, you agree to the registration and cancellation terms at www.EverythingHR.com and to pay the appropriate registration fee per registrant as of the date this registration form is received by EverythingHR. **REGISTER THREE, GET ONE FREE.** (valid until 12/31/18)

• If utilizing EverythingHR's state-funded training, we will contact you directly to get you approved. Should EveryhtingHR be unable to get your company approved, any registration fees processed will be returned.

| Fee Type<br>(listed amount is per attendee) | EverythingHR Client | | Non-Client | |
|---|---|---|---|---|
| | **Register 1** | **Register 3 or More** | **Register 1** | **Register 3 or More** |
| **Full Program** (for profit) | $1650 | $1238 | $2050 | $1538 |
| **State-Funded** (full program only)* | **$750** | **$563** | $1150 | $863 |
| **Individual Sessions(s)** | $600 | $450 | $750 | $563 |

\* For state-funded registrations, **complete** (1) the registration information below, including applicable fees, (2) the state-funded public event registrations, and (3) the state-funded trainee data form.

| Type Registrant Name(s) | Type Email Address(es) | Location | Start Date / Date(s) | Fee $ |
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| **Print Company Name and EHR ID # (if applicable)** | **Contact Phone Number** |
| | |
| **Print Contact Person & Title** | **Authorized Company Signature** |

| Check | Mail to: EHR Training, 400 Continental Blvd., #300, El Segundo, CA 90245 | |
|---|---|---|
| **Credit Card** | Card Type & # | |
| | Name on Card | |
| | Signature | |
| | Expiration Date | |
| | Authorization Code | |
| **Invoice me** | (EHR Clients Only) | EHR will confirm registration(s) and send an e-invoice. **EHR cancellation policies apply and amount is due regardless of actual attendance**. **Payment is due within 15 days of invoice receipt**. If delinquent, membership may be suspended until payment is received. |

**State-Funded Training
Public Event Registration Form**

_____ (company name) has been notified by EverythingHR (EHR) that it is approved to utilize EverythingHR's state-funded training program. As such, the state will reimburse EverythingHR for each individual's participation in its 3-day public Senior Leadership Academy according to its published public program schedule.

| **List the location to the right**: Costa Mesa, El Segundo, San Diego, etc. **And the Dates to the below right** | |
|---|---|
| 1.  Making Change Happen <u>and</u> Coaching for High Performance | |
| 2.  Translating Strategy into Results | |
| 3.  Developing Organizational Talent <u>and</u> Mastering Emotional Intelligence | |

*Lunch is included each day. Parking (if applicable) is not.*

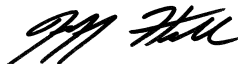**Each trainee will need to** (EHR will verify with employer 90 days after training):
- Be employed (paid) full-time (35+ hours per week) during training and 90-days after training.
- Complete five (3) days of the Leadership Academy in which they are registered (no make-ups or transfers permitted). Missed sessions will be invoiced at $300 per trainee per missed session.
- Earn an hourly wage of $18.00 to $85.00 per hour 90-days after training ends and be below a VP level. Employer-paid health benefits may be included to meet the minimum wage requirement. Note: If your company has been approved as a small employer, you may train VPs and above (and there is no upper wage limit).

**<span style="color:red">Indicate the number of registrants (anticipated state payment) to be signed up for the program listed above.</span>**

| **Anticipated State Payment** | | | | |
|---|---|---|---|---|
| # Trainees to Register | X | Program Fee | = | Anticipated Total State Payment |
| | x | $900 | = | |

**Terms:** The State will pay the program fee to EHR if a registrant attends all training & meets the wage and employment criteria; otherwise, $300 per session will be due from company (maximum of $900). After this registration is processed and before the program begins, a registration may be cancelled; however, a $300 cancellation fee will be imposed. Substitutions are permitted, but may only be processed <u>before</u> the program begins. All invoices must be paid within 30 days. Make-ups and transfers are not available under the terms of this registration. If the company hosts a cohort, an allowance of $300 per trainee is provided allowing each trainee to miss 1 session without penalty.

**EHR Membership:** Should your company not be a client or your membership lapses during the term of this arrangement, a non-client premium of $400 will be due for each participant.

| | Agreed to by: | Agreed to by: |
|---|---|---|
| Signature | *This form may not be used after 12/31/2018.* | |
| Name | Jeffrey Hull | |
| Title | Senior Director, Talent Development | |
| Company | EverythingHR | |
| Address | 400 Continental Boulevard #300 | |
| City | El Segundo, CA  90245 | |
| Email | JeffH@EverythingHR.com | |
| Phone | 213.999.3941 cell | |

Scan, email and return all forms, including **data collection form** (completed by company or trainee) to
JeffH@EverythingHR.com

# COACHING FOR HIGH PERFORMANCE

**LEARNING FORMAT:** CLASSROOM

Coaching at the mid and senior-level is significantly different from coaching at lower organizational levels, as leaders are now expected to continue to lead across generations while also leading people from different functions and increasing productivity across the board. Leaders need to develop multidirectional coaching skills and learn the proactive inquiry method for more effective interactions with their teams.

## DO YOU FACE ANY OF THESE ISSUES?

- Do your leaders lack the skills to coach their direct reports, peers, or even senior leaders?
- Are leaders able to create a coaching culture in your organization?
- Do leaders spend more time sharing their expertise rather than asking provocative questions while coaching?
- Do your leaders struggle to drive performance, engagement, and retention?

## PERFORMANCE OBJECTIVES

**Helps leaders:**

- Clearly differentiate and seek higher-level coaching opportunities that provide significant payoff to the individual, team, and organization.
- Apply enhanced skills to conduct more compelling, collaborative, and rewarding coaching discussions.
- Seek and offer feedback that people can accept and act on to ensure achievement of business goals.
- Monitor and measure the continuous improvement of coaching skills in themselves as those they coach.
- Build and sustain a coaching culture within their team, department, or unit.

**Primary Competencies Developed:**

- Coaching & Developing Others  3.0
- Building Organizational Talent 3.0

## COURSE OVERVIEW

- **Session Opening:** Participants discuss qualities of a good coach, what differentiates coaching at higher levels, and use the trust equation to evaluate their own trustworthiness.
- **Advanced Coaching Skills:** Participants are introduced to authentic listening, empathy, and provocative inquiry skills to increase engagement levels and the value of their coaching.
- **Skill Application (Rounds 1 & 2):** Working with a partner and using the coaching opportunity identified in pre-work (course prep), participants conduct coaching discussions applying the advanced coaching skills. Partners provide feedback on strengths and areas for improvement.
- **Monitoring Your Value as a Coach:** Participants are introduced to five indicators of their effectiveness as a coach. Results, Returns, Referrals, Replication, and Receptivity. A self-assessment is provided to help participants monitor their effectiveness as a coach.
- **Summary and Call to Action:** After discussing the coaching culture in their organization, participants identify what they want to stop, start, and continue doing to enhance their leadership coaching skills.

## COURSE DETAILS

- **Target audience:** Mid-level, operational and senior-level leaders
- **State-fundable:** Yes (some positions may be ineligible for state funding)
- **Course length:** 4 hours. Course can be lengthened to 5 hours.
- **Facilitator Certification:** Senior-level certified facilitator required
- **Prerequisites**: None
- **Optimal Group Size:** 8 to 16. 20 maximum.
- **Course Prep:** Yes. 20-30 minutes to evaluate one's own coaching skills and identify a coaching opportunity to develop during the session.
- **Notes:** Suitable for all environments.

## RELATED COURES

- Advanced Coaching
- Coaching for Peak Performance
- Developing Organizational Talent
- Making Change Happen
- Mastering Emotional Intelligence

# CULTIVATING NETWORKS & PARTNERSHIPS

**LEARNING FORMAT:** CLASSROOM

In today's complex business world, leaders need to have the skills to create and maintain strategic networks and partnerships, in order to navigate through that complexity. Meeting critical business objectives requires knowing with whom to network, how to optimize existing network contacts, and how to build and maintain internal and external relationships. It also requires having effective partnerships, and using strategies to help maximize those partnerships to meet mutual goals. In this course, leaders learn to evaluate their current network and take steps to close gaps. They identify personal and organizational barriers that hamper efforts to negotiate, collaborate, and communicate as they build partnerships.

## DO YOU FACE ANY OF THESE ISSUES?

- Do your leaders struggle to partner and network beyond formal structures and relationship paths?
- Do the new realities of business—such as globalization or matrix organizations—mean your leaders need to extend their networking and partnership skills across teams, departments, and/or regions?
- Is collaboration hindered by the extensiveness of a leader's network, both within and outside your organization?
- Do your leaders struggle to add reciprocal value and share a value-added point of view to build and sustain a broad network?

## PERFORMANCE OBJECTIVES

**Helps leaders:**

- Navigate complexity in roles and accomplish critical business objectives by using strategic networking and partnership tools and skills.
- Advance the organization's objectives; build effective networks and strong partnerships.
- Evaluate an individual's active networks to close gaps and enhance its strategic value.
- Identify critical checkpoints to plan, execute, monitor, and maintain partnerships.

**Primary Competencies Developed:**

- Cultivating Partnerships
- Influencing & Strategic Influence

## COURSE OVERVIEW

- **Complexity in Your World:** Participants engage in an activity to analyze their current role or business, and the complexity that surrounds it.
- **Four Practices of Strategic Networkers:** Participants learn the four practices that strategic networkers embrace to navigate the complexity in their role: Determine Network Requirements, Expand Key Contacts, Optimize Your Network, and Nurture Your Network.
- **A Deeper Dive into Networking:** Throughout the session, participants engage in activities to: evaluate their existing networks and how they relate to their existing business goals; determine how to expand and strengthen them by practicing their networking skills, as well as evaluating the value they bring; and learn best practices for maintaining their networks over time, and as their roles may change.
- **Partnerships—Seeing the Big Picture:** Participants work together on an activity that drives understanding of why partnerships are important.
- **Four Strategies of Effective Partners:** Participants explore the four strategies that help build and maintain effective partnerships: Expand Your Mindset, Question Assumptions, Be Flexible, and Redefine Boundaries.
- **A Deeper Dive into Partnering:** As participants explore the Partnership Strategies, they discuss stereotypes that negatively impede relationships; explore personal limiters when working with others; explore tools to strategically create and evaluate effective partnerships; and review ways to measure the effectiveness of their partnering skills. They apply what they've learned by creating a plan for a potential partnership opportunity in their current role.
- **Summary and Call to Action:** Participants reflect on their learning and key insights—from both the networking and partnerships portions of the session—and consider what they will stop, start, and continue doing.

## COURSE DETAILS

- **Target audience:** Mid-level, operational and senior-level leaders
- **State-fundable:** Yes (some positions may be ineligible for state funding)
- **Course length:** 4 hours
- **Facilitator Certification:** Senior-level certified facilitator required
- **Prerequisites**: None
- **Optimal Group Size:** 8 to 16.  20 maximum.
- **Course Prep:** Yes.  40-50 minutes to complete a self-assessment for networking, begin completing a Network Strategy Tool, and determine a partnership opportunity to develop during the session.
- **Notes:** Suitable for all environments.

## RELATED COURES

- Driving Innovation
- Influencing for Organizational Impact
- Mastering Decision Dynamics
- Mastering Emotional Intelligence
- Operating with a Global Perspective
- Strengthening Partnerships
- Translating Strategy into Results

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## DEVELOPING ORGANIZATIONAL TALENT

**LEARNING FORMAT:** CLASSROOM

Leaders play a key role in accelerating the growth of their teams, which results in more leaders and staff being prepared to deliver on critical business imperatives. Leaders learn to define the current state of team development as well as the ideal future state, pinpointing team and individual strengths and growth needs. They also need to know how to identify and develop high potentials for future leadership roles, assess the impact and effectiveness of development efforts, and provide feedback.

## DO YOU FACE ANY OF THESE ISSUES?

- Is the future success of your leaders limited by their abilities to build a strong team of managers?
- Are your leaders unsure of what to focus on, who to focus on, and how to develop their direct reports to impact team success?
- Do leaders accurately assess what is hindering their team and what will enable them to achieve the goals and priorities of the organization?
- Do your leaders take a strategic approach to developing talent and appropriately distribute limited resources around development?

## PERFORMANCE OBJECTIVES

**Helps leaders:**

- Identify their team's development needs as they relate to achieving current and future business priorities.
- Describe the experienced leader's role in developing direct reports.
- Recognize how to achieve the highest payoff for their efforts in developing others.
- Use a three-phase approach -- Assess, Acquire, Apply -- to help individuals identify strengths and growth areas, plan development strategies, and acquire and apply new or enhanced knowledge, skills, and experience.
- Measure and provide feedback on the effectiveness and impact of development efforts on the individual, team, and organization.

**Primary Competencies Developed:**

- Building Organizational Talent 3.0
- Coaching and Developing Others 3.0

## COURSE OVERVIEW

- **Strategic Development:** Participants gain perspective on their roles as talent managers, and begin to explore ways to develop others using a High-Payoff Development model.
- **Development Model Phase One (Assess):** Participants gain experience using a Taking Stock Analysis form to identify competencies to develop, and learn how those drive a finite number of key development areas as the first step in the development planning process.
- **Phase Two (Acquire):** Participants explore the 70/20/10 guidelines, learn about the importance of providing ongoing support, and begin to draft development plans for a team member they've selected.
- **Phase Three (Apply):** Focusing on measurement, barriers, and leveraging multiple application opportunities, participants finish drafting the development plans.
- **STAR/AR Feedback (Optional):** Facilitator introduces STAR/AR model for providing feedback and provides or seeks examples, underscoring the importance of giving feedback during the development process, particularly during the Apply phase.
- **Summary and Call to Action**: Participants identify one or two key actions that will sustain development and draft an action plan to realize those goals.

## COURSE DETAILS

- **Target audience:** Mid-level, operational and senior-level leaders
- **State-fundable:** Yes (some positions may be ineligible for state funding)
- **Course length:** 4 hours. Course can be lengthened to a full day.
- **Facilitator Certification:** Senior-level certified facilitator required
- **Prerequisites**: None
- **Optimal Group Size:** 8 to 16. 20 maximum.
- **Course Prep:** Yes. 30-40 minutes to review their role as developers of organizational talent, read a case study, and complete a self-assessment.
- **Notes:** Suitable for all environments.

## RELATED COURES

- Coaching for High Performance
- Developing Yourself and Others
- Mastering Emotional Intelligence
- Translating Strategy into Results

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# EverythingHR

## INSTILLING A CULTURE OF INNOVATION

**LEARNING FORMAT:** CLASSROOM

The need to innovate has always been important. As companies navigate through the new normal, it's one of the top business drivers and mandates Employers Group hears from our clients. The pressure to find innovative solutions that result in competitive differentiation is tremendous. Leaders have to push their thinking and approach to meet these new requirements.

We believe leaders do not have to be highly creative to drive a culture of innovation. In this course, we provide the tools and techniques leaders need to support innovation. By gaining experience with these techniques in an engaging classroom setting, leaders will be equipped to model ideal conditions for innovation -- and be a keeper of the culture that inspires and rewards their teams.

## DO YOU FACE ANY OF THESE ISSUES?

- Do leaders need to create the conditions for -- and instill the discipline of -- executing innovation?
- Is your organization looking for a way to equip leaders with the self-insight, knowledge, skills, and tools they can apply the very next day to drive innovation?
- Can your leaders overcome challenges to innovation (e.g. risk aversion, failure to produce ideas)?
- Do your leaders behave in a consistent and impactful way that drives a culture of innovation?

## PERFORMANCE OBJECTIVES

**Helps leaders:**

- Apply leadership actions that minimize the challenges to creating an innovation environment.
- Recognize their role as a leader in building and sustaining the conditions for innovation.
- Make and measure 30-day commitments to hold themselves accountable for instilling a culture of innovation

**Primary Competencies Developed:**

- Driving Innocation 3.0
- Entrepreneurship 3.0
- Innovation 2.0
- Energizing the Organization
- Inspiring Others

## COURSE OVERVIEW

- **Session Opening:** Participants take on a challenge that prompts them to think about their role and behaviors when it comes to innovation.
- **Define Innovation and Align Understanding:** Participants explore the different types and ranges of change associated with innovation.
- **Minimizing the Challenges to Innovation:** Overview of The Leader's Role: Participants learn four critical leadership behaviors to create the conditions for innovation. They rate their own effectiveness in exhibiting these leadership behaviors and gain insight into how they compare against others.
- **Leveraging Leadership Behaviors:** Participants learn how to minimize organizational challenges that are directly within their control by exploring the causes and ways to overcome them.
- **Summary and Commitment to Act:** Facilitator overviews key concepts in the course and participants make plans for application. They commit to actions they will take over the next 30-days as leaders of innovation.

## COURSE DETAILS

- **Target audience:** Mid-level, operational and senior-level leaders
- **State-fundable:** Yes (some positions may not be eligible for state funding)
- **Course length:** 4 hours. Course can be lengthened to a full day.
- **Facilitator Certification:** Senior-level certified facilitator required
- **Prerequisites**: None
- **Optimal Group Size:** 8 to 16. 20 maximum.
- **Course Prep:** Yes. 10 minutes to complete and index around challenges to innovation.
- **Notes:** Suitable for all environments. Additional materials and resources are provided in this course and are subject to additional fees.

## RELATED COURES

- Cultivating Networks and Partnerships
- Influencing for Organizational Impact
- Instilling a Culture of Innovation
- Making Change Happen
- Mastering Decision Dynamics
- Mastering Emotional Intelligence
- Translating Strategy into Results

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# INFLUENCING FOR ORGANIZATIONAL IMPACT

**LEARNING FORMAT:** CLASSROOM

Today's complex global organizations require cross-functional teams to accomplish their business objectives. The challenge is that leaders need to get things done through influence instead of position power, as they often don't have authority over their own colleagues. Here leaders learn how to create an influence strategy that clearly links their ideas and recommendations to changes that will have a positive impact on individual team, and organizational performance.

## DO YOU FACE ANY OF THESE ISSUES?

- Are your mid-level and senior leaders challenged to influence peers to move a strategic opportunity forward within the organization?
- Do leaders fail to appropriately leverage their network and take specific actions to gain commitment to their ideas?
- Can your leaders package their ideas in a way that captures the hearts and mind of their audience?

## PERFORMANCE OBJECTIVES

**Helps leaders:**

- Identify and assess influence opportunities and choose strategies to achieve business results.
- Evaluate their business network and build supportive and reciprocal long-term working relationships at all levels of the organization.
- Leverage their personal power to move people to take action on those ideas, opportunities, and recommendations that will have the greatest impact on organizational priorities.
- Use techniques that allow them to engage people both emotionally and rationally.
- Assess the people they need to influence -- understanding their motivations, needs, and concerns -- so they can change or reinforce their perceptions and gain their commitment.
- Capture people's attention and making things happen.

**Primary Competencies Developed:**

- Influencing & Gaining Commitment 3.0
- Strategic Influence
- Communication 3.0
- Competitive Communication 3.0

## COURSE OVERVIEW

- **Session Opening:** Participants define influence in the business environment, partner to assess an influence opportunity, and evaluate the effectiveness of a manager's influencing behaviors as presented in the course prep's (pre-work) case study.
- **Strategy:** Participants use the case study to learn about seven techniques that support the first influence component -- strategy -- which enables them to focus on the big picture. They consider how the techniques work in their own organization. And, they begin to complete their plan for their own influence opportunity.
- **Packaging:** Participants review three elements of Packaging, which address the best way to engage the hearts and minds of others. The three elements of painting the picture, the power of questions, and adapting your approach. Individually, participants continue to work on plans for their own influence opportunity.
- **Commitment:** Participants discuss commitment techniques and decision-making tools. Pairs discuss how to gain commitment for their specific influence situation, seeking feedback and advice from their partners.
- **Summary and Call to Action:** Participants record what they will stop, start, and continue doing to be more effective influencers.

## COURSE DETAILS

- **Target audience:** Mid-level, operational and senior-level leaders
- **State-fundable:** Yes (some positions may be ineligible for state funding)
- **Course length:** 4 hours. Course can be lengthened to a full day.
- **Facilitator Certification:** Senior-level certified facilitator required
- **Prerequisites**: None
- **Optimal Group Size:** 8 to 16. 20 maximum.
- **Course Prep:** Yes. 45 minutes to read a case study and identify an influence opportunity to develop during the workshop.
- **Notes:** Suitable for all environments.

## RELATED COURES

- Cultivating Networks and Partnerships
- Instilling a Culture of Innovation
- Leading with a Global Perspective
- Making Change Happen
- Mastering Emotional Intelligence

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# LEADING WITH A GLOBAL PERSPECTIVE

**LEARNING FORMAT:** CLASSROOM

Successful leaders do not automatically translate into successful global leaders -- the playing field is broader and harder to navigate, and the stakes are much higher. As a result, leaders need to broaden their perspectives while letting go of preconceptions about how business operates and how interactions are managed. Leaders develop a long-term strategy for leading in a global environment.

## DO YOU FACE ANY OF THESE ISSUES?

- Do leaders lack the ability to think and operate from a global perspective, especially if they are sitting in their home office?
- Does the success of your organization suffer when leaders can't work effectively with people from multiple cultural backgrounds?
- Are your leader failing to take into account all the necessary perspectives when interacting with global colleagues, whether they are down the hall or around the globe?

## PERFORMANCE OBJECTIVES

**Helps leaders:**

- Recognize the impact of globalization on their organization.
- Understand the mind-set, knowledge, and skills required to execute their global leadership responsibilities.
- Enhance their effectiveness to lead in a global environment.
- Commit to actions they will take to positively impact the business.

## Primary Competencies Developed:

- Global Acumen
- Global Perspective
- Building Partnerships 3.0
- Navigating Complexity 2.0
- Optimizing Diversity 3.0

## COURSE OVERVIEW

- **Introduction to Our Global Challenge:** Participants complete a group activity based on the course prep (pre-work) case study and discuss specific global challenges within their organization
- **Role of the Global Leaders:** Participants are introduced to the Global Leadership model and Global Factors and use the Global Factors to further analyze the case study.
- **Understanding Culture and Cultural Competencies:** The participants take a deep dive into the meaning of "culture" by reviewing their Cultural Orientation Indicator (COI) (c) and discussing the Four Key Cultural Skills.
- **Apply Cultural Competence to Business Challenges:** Participants share their own experiences with Global EQ and are introduced to a discipline for effectively adjusting to global differences.
- **Exploration:** Global Business Acumen: Participants review their own global challenges in light of insight gleaned from the COI and continue working in their case study groups using elements of the Four Key Cultural Skills.
- **Global Leaders Take Action**: Participants explore the Cultural Navigator and reflect on the question, "What is the essence of being a great leader?"

## COURSE DETAILS

- **Target audience:** Mid-level and operational leaders
- **State-fundable:** Yes (some positions may be ineligible for state funding)
- **Course length:** 7-8 hours.
- **Facilitator Certification:** Senior-level certified facilitator required
- **Prerequisites**: None
- **Optimal Group Size:** 8 to 16. 20 maximum.
- **Course Prep:** Yes. 60-90 minutes to complete a self assessment, read a case study to be used during the workshop, and identify a personal situation to explore during the workshop.
- **Notes:** Suitable for all environments. This course is applicable for leaders who work in a global context whether dealing with different cultures within their U.S. location or working internationally.

## RELATED COURES

- Cultivating Networks and Partnerships
- Influencing for Organizational Impact
- Instilling a Culture of Innovation
- Making Change Happen
- Mastering Decision Dynamics
- Mastering Emotional Intelligence
- Translating Strategy into Results

# MAKING CHANGE HAPPEN

**LEARNING FORMAT:** CLASSROOM

We hold leaders responsible for the "break-throughs" that will catapult the business forward despite the increasing competition.  But how can leaders lead change if they're not ready for it or bought into it themselves?  Leaders learn the ability to drive change by understanding the importance of stakeholders, multiple viewpoints, communication, and buy-in.

## DO YOU FACE ANY OF THESE ISSUES?

- Are associates feeling de-motivated as a result of shifting strategies, shifting structures, and fewer resources?
- Do your leaders lack the strength, energy, and skills to drive change in today's environment?
- Are your leaders unaware of their personal preference toward change, and their team's preference at each step of the change process?

## PERFORMANCE OBJECTIVES

**Helps leaders:**

- Develop their ability to drive change by understanding the importance of involving stakeholders, dealing with resistance, communicating, and building buy-in.
- Improve their understanding and ability to leverage insights from the Change Style (c) or CSI.
- Enhance their skills in leading and motivating others through organizational change initiatives.

**Primary Competencies Developed:**

- Facilitating Change 3.0
- Leading Change 3.0
- Engagement Readiness
- Navigating Complexity

## COURSE OVERVIEW

- **Session Opening:**  An experiential activity illustrates how leaders must consistently pay attention to their environment so that they know when and how to act.  They discuss the challenges associated with driving change, particularly as it relates to mid-level leaders.
- **Driving Change:**  Participants use the Change Analysis Worksheet to explore the change initiative they identified in their course preparation.  They analyze their situation leveraging peer consultation.
- **Change Styles:**  Participants complete the Change Style Indicator (c) or CSI, which measures three individual styles of approaching and managing change: Conservers, Pragmatists, and Originators.  They explore how each style is perceived by others.
- **The Change Process:**  Participants learn the four-stage change model: Acknowledging, Reaching, Investigating, and Implementing.  They consider people's reactions, as well as leadership enablers and detailers at each stage.
- **Summary and Call to Action:**  Participants discuss what they will stop, start, and continuing doing regarding change initiatives.

## COURSE DETAILS

- **Target audience:**  Mid-level, operational, and senior-level leaders
- **State-fundable:**  Yes (some positions may be ineligible for state funding)
- **Course length:**  4 hours.
- **Facilitator Certification:**  Senior-level certified facilitator required
- **Prerequisites**:  None
- **Optimal Group Size:**  8 to 16.  20 maximum.
- **Course Prep:**  Yes.  15 minutes to identify a change initiative.
- **Notes:**  Suitable for all environments.

## RELATED COURES

- Driving Change
- Influencing for Organizational Impact
- Instilling a Culture of Innovation
- Mastering Emotional Intelligence

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## MASTERING DECISION DYNAMICS

**LEARNING FORMAT:** CLASSROOM

Leaders, especially those at the mid- and senior levels, are routinely faced with complex, high-impact decisions that require expedient yet effective resolutions. Perhaps most challenging is the fact that these decisions come with an intricate set of dynamics with strong forces that can pull a leader toward less-than-optimal outcomes. Leaders learn a decision-making discipline that will help them manage these dynamics and overcome the forces both within themselves and across the organization that can compromise their decision-making ability.

### DO YOU FACE ANY OF THESE ISSUES?

- Do leaders struggle making complex decisions, especially when time is short and the stakes are high?
- Do biases exist within the organization that affect your leaders' ability to make effective, objective decisions?
- Are leaders unaware of how their personal biases affect their decision making?
- Do leaders fail to consider the full implications of their decisions on key stakeholders?

### PERFORMANCE OBJECTIVES

**Helps leaders:**

- Recognize the presence of complex dynamics that can negatively impact the ability to make objective, informed business decisions.
- Identify specific decision-making biases to which the organization and leaders are most susceptible.
- Apply a decision-making discipline to manage these biases and other decision dynamics
- Apply the same discipline to diagnose past decisions and coach others in making decisions.

### Primary Competencies Developed:

- Decision Dynamics 3.0
- Operational Decision Making 3.0
- Leadership Disposition 2.0
- Navigating Politics 2.0

### COURSE OVERVIEW

- **Session Opening:** Facilitator introduces the complex decision dynamics surrounding decisions made by senior leaders. The Decision Lenses (factors to manage those dynamics effectively), and biases that cause leaders to base decisions on subjective factors.
- **Values: Guidance and Challenge:** Participants explore the Values lens, and how to use it to choose between competing values or objectives and overcome values-related biases.
- **Perspectives: Gaining a Vantage Point:** Facilitator introduces the Perspective Lens and guides the group as they examine methods for exploring various perspectives in making decisions and avoiding biases.
- **Experience: Drawing on Life's Lessons:** In teams, participants debate the role of past experience as a basis upon which to make decisions, and how to use experience beneficially.
- **Risk: Managing Uncertainty:** Participants examine the role that risk plays in decision-making, compare their risk tolerance to that of their organization, and review the implications on them as decision makers.
- **Decisions in Full Focus**: Participants discuss how all four lenses can be used in concert to create a clear, objective view of a decision from all angles. Using what they've learned in the session, they assess their own abilities to use the four lenses.
- **Summary and Call to Action**: Participants share key lessons and reflect on what they will stop, start, and continue to do to master decision dynamics.

### COURSE DETAILS

- **Target audience:** Mid-level, operational and senior-level leaders
- **State-fundable:** Yes (some positions may be ineligible for state funding)
- **Course length:** 4 hours. Course can be lengthened.
- **Facilitator Certification:** Senior-level certified facilitator required
- **Prerequisites**: None
- **Optimal Group Size:** 8 to 16. 20 maximum.
- **Course Prep:** Yes. 45-60 minutes to conduct a discussion with managers on their decision-making styles and track record. Also, to identify an important business decision they will analyze during the session.
- **Notes:** Suitable for all environments.

### RELATED COURES

- Cultivating Networks and Partnerships
- Leading with a Global Perspective
- Making High-Quality Decisions

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## MASTERING EMOTIONAL INTELLIGENCE

**LEARNING FORMAT:** CLASSROOM

Leaders cannot do it alone. They need to understand how building their own emotional intelligence (EQ) contributes to improved performance for their teams, their partnerships, and their organization. Leaders assess their own EQ and learn to prevent the emotional hijacking that can interfere with personal intentions and organizational outcomes.

### DO YOU FACE ANY OF THESE ISSUES?

- In times of intense pressure, do leaders sacrifice focusing on their people in favor of operational matters?
- Are leaders hard-pressed to read the environment, people, and others' perceptions, which reduces their full impact?
- Have leaders become emotionally hijacked?
- On a day-to-day basis, do the behaviors of your leaders fall short when it comes to building a high-performance, high-trust environment?

### PERFORMANCE OBJECTIVES

**Helps leaders:**

- Realize how emotional intelligence (EQ) affects business results.
- Understand how emotional hijacking interferes with values and outcomes.
- Recognize the five elements of EQ and learn skills to strengthen each one.
- Analyze their own EQ and the impact of their EQ level on those around them.
- Identify emotional triggers and apply techniques so they can respond effectively rather than inappropriately.

**Primary Competencies Developed:**

- Building Self Insight
- Earning Trust
- Emotional Intelligence Essentials
- Executive Presence

### COURSE OVERVIEW

- **Session Opening:** Participants discuss if emotions are appropriate in the workplace and review session objectives.
- **Good Boss / Bad Boss:** Teams describe the characteristics and impact of good and bad bosses, then discuss how a leader's emotional intelligence (EQ) affects business results.
- **Values, Emotion, Behavior, and High Performance:** Participants explore the elements of a model and the connection between values, behavior, and trust. After, they discuss the concept of emotional hijacking and its effects on others - when emotions override values and intentions.
- **Emotional Intelligence Model:** Facilitator reviews the five areas of EQ and explains the building nature of emotional intelligence.
- **Developing EQ:** Participants gain insight from completing the index for Emotional Intelligence, and examine strengths and areas for development. The group explores self-awareness and triggers by completing an activity. They also review self-talk and voices, and the impact they have on EQ. Using their course preparation, participants complete a skill builder activity using the Key Principles and other techniques learned in this course.
- **Summary and Call to Action**: Participants outline what they want to stop, start, and continue doing to enhance their leadership skills relative to emotional intelligence.

### COURSE DETAILS

- **Target audience:** All levels of leadership from frontline to senior-level
- **State-fundable:** Yes (some positions may not be eligible for funding).
- **Course length:** 4 hours. Course can be lengthened.
- **Facilitator Certification:** Senior-level certified facilitator required
- **Prerequisites**: None
- **Optimal Group Size:** 8 to 16. 20 maximum.
- **Course Prep:** Yes. 30-40 minutes to identify an issue involving someone whose view differs from their own. They read about the Key Principles and complete the Index for Emotional Intelligence.
- **Notes:** Suitable for all environments.

### RELATED COURES

- Coaching for High Performance
- Communicating for Leadership Success
- Cultivating Networks and Partnerships
- Developing Organizational Talent
- Instilling a Culture of Innovation
- Leading with a Global Perspective
- Making Change Happen
- Translating Strategy into Results

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# TRANSLATING STRATEGY INTO RESULTS

**LEARNING FORMAT:**  CLASSROOM

Organizations are looking for leaders who can implement strategy from the middle.  They need to identify execution priorities and manage their time to ensure execution and sustainability. Leaders learn actions they can take to engage themselves and their teams in executing priorities and how to overcome the challenges that interfere with effective strategy realization.

## DO YOU FACE ANY OF THESE ISSUES?

- Are leaders unsure f how to produce results while still engaging their subordinate leaders and teams?
- Are leaders unable to translate high-level strategies into specific actions for themselves and their teams in a sustainable way?
- Do leaders struggle to focus their time and energy on the right activities, at the right times, to drive team performance?
- Are leaders challenged to create the lead measures (or progress indicators) in addition to managing the lag (or outcome) measures.

## PERFORMANCE OBJECTIVES

**Helps leaders:**

- Understand the essential elements required to successfully implement strategy.
- Overcome the challenges that interfere with implementing strategy.
- Keep themselves and their team engaged in executing strategy.
- Realize how to sustain execution in the long term.

**Primary Competencies Developed:**

- Driving for Results 2.0
- Establishing Strategic Direction 2.0
- Strategic Planning 3.0
- Execution 3.0

## COURSE OVERVIEW

- **Introduction to Execution:**  The essential elements of strategy execution -- Focus, Accountability, Engagement, and Sustainability -- are introduced.
- **Maintaining Strategic Focus:**  Participants explore how the concepts of chaos, focus, and perspective relate to implementing strategy.  They perform a Strategic Focus Analysis to see how they use their time and energy in relation to the organization's strategic priorities.
- **Measuring What You Manage:**  Participants learn about the importance of measurement, and the criteria for ensuring that they have effective lead and lag measures.
- **The Discipline of Accountability:**  Participants discuss the challenges of accountability within their organization and how to overcome it.  The concepts of capability, capacity, behaviorally-focused feedback, and process tension is discussed.
- **Engaging Yourself and Your Staff:**  Participants use an experiential activity to gain insight into the role that engagement plays in executing strategy.
- **Evaluating Alignment**:  Participants reflect on the systems and processes that will be enablers and barriers to accomplishing their strategic objectives.
- **Ensuring Sustainability**:  Participants examine the five factors that a leader can leverage to sustain strategy execution and assess themselves against each factor.
- **Summary and Call to Action**:  Participants are asked to reflect on what they will stop, start, and continue doing regarding implementing and sustaining their strategy.

## COURSE DETAILS

- **Target audience:**  Mid-level and operational leaders
- **State-fundable:**  Yes (some positions may not be eligible for funding)
- **Course length:**  7-8 hours.
- **Facilitator Certification:**  Senior-level certified facilitator required
- **Prerequisites**:  None
- **Optimal Group Size:**  8 to 16.  20 maximum.
- **Course Prep:**  Yes.  60 minutes to complete the Strategic Focus Analysis. Participants are also asked to bring their performance plans to the session.
- **Notes:**  Suitable for all environments.

## RELATED COURES

- Cultivating Networks and Partnerships
- Developing Organizational Talent
- Executing Business Strategy
- Instilling a Culture of Innovation
- Making Change Happen
- Mastering Emotional Intelligence

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