

B. Coursework

Leadership Exploration (full day program)

- Identify expectations for the leadership series
- Explore the concept of leadership, including characteristics and best practices
- Identify current skills and growing edges
- Behavioral style assessment to serve as the springboard for self-discovery (we recommend the DiSC profile)
- Establish peer coaching groups

Communications

- Discover fundamentals of effective communication
- Explore the intent-behavior-impact model of communication
- Discuss fatal assumptions of communication
- Practice listening skills
- Identify best practices to solve common leadership challenges, to include communicating vision and expectations, matching the message to the most appropriate delivery method, and knowing what and how much information to share

Conflict Prevention and Management

- Practice how to set clear expectations
- Manage tacit (or assumed) contracts with other
- Learn and practice a model for delivering positive and constructive feedback
- Understand your own and others' emotions during difficult conversations

Building a Team

- Explore Lencioni's 5 Dysfunctions of a Team model
- Promote a collaborative approach
- Foster relationship and trust building
- Recognize, overcome, and avoid the 5 dysfunctions
- Evaluate your teams and create an action plan for strengthening them
- Share a toolkit that can be used for active teambuilding

Smart Choices: Making Wise Decisions

- Discover and practice the *Smart Choices* PROACT Model
- Consider elements such as uncertainty, risk tolerance, and linked decisions
- Discuss common Psychological Traps of Decision-making
- Apply the Decision Making Checklist, a guideline for checking the quality of a decision before implementing it
- Apply the model and process to real business decisions

Getting (the right) Things Done

- Set goals that align with the organization's broader mission, that are clear and measurable, and that motivate people
- Establish clear expectations for performance
- Clarify priorities for staff and boards
- Discover the Results Pyramid and how it can dramatically change behavior
- Create systems for accountability that recognize the differences among activities, outputs, and results

Delegating for Results

- Identify and overcome common barriers to delegation
- Recognize which projects or assignments are appropriate to delegate
- Clarify expectations for delegates
- Discover a 5-step model to communicate levels of authority
- Practice a process for clearer communication
- Create a system to manage (but not micro-manage) delegated projects

Navigating Change

- Understand your typical reactions to change
- Identify strategies to lead and influence others through change
- Communicate changes large and small
- Manage difficult reactions to change, your own and others'

Growing Your Influence

- Recognize the relevance of influence skills, especially for leaders working in the non-profit sector
- Discover your own influence style, as revealed through the Influence Style Indicator®
- Understand when your personal style is best used, what the potential pitfalls may be, and when to flex styles to address a variety of situations
- Improve the ability to connect with others using a variety of influencing styles
- Practice skills for influencing using different styles