A. Coursework & Schedule

Exploring Leadership ▪ September 12-13, 2019
- 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
- The science of burnout and resilience
- Skills and practice for coaching of peers and direct reports

Getting (the right) Things Done ▪ October 10, 2019
- 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

Communicating Like a Leader ▪ November 14, 2019
- 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

Delegating for Results ▪ Dec 12, 2019
- 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

Preventing and Managing Conflict ▪ January 9, 2020
- 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

Making Wise Decisions ▪ February 13, 2020
- Discover and practice the Smart Choices PROACT Model
- Consider elements such as uncertainty, risk tolerance, and linked decisions
- Discuss 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

Navigating Change ▪ March 12, 2020
- 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 ▪ April 9, 2020
- Recognize the relevance of influence skills, especially for non-profit leaders
- Discover your own influence style, as revealed through the Influence Style Indicator®
- Understand when your personal style is best used, what the pitfalls may be, and when to flex styles to address a variety of situations
- Practice connecting with others using a variety of influencing styles

Building a Team ▪ May 14, 2020
- 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