

# SELF

## Successful Executives' Leadership Forum

### Curriculum

*“Good leaders make people feel that they're at the very heart of things, not at the periphery. Everyone feels that he or she makes a difference to the success of the organization. When that happens people feel centered and that gives their work meaning.”*

—Warren Bennis

#### **Distinguishing between “Experts” and “Leaders”**

Task competence is necessary, but not sufficient, to lead effectively. “Experts” *do the work* while “Leaders” *get work done* through others. Leading well requires developing interpersonal skills, perceiving others’ motivations and appreciating different work styles.

Participants will explore the task and interpersonal competencies needed to lead well and when to apply each appropriately.

#### **Increasing Leadership Range and Flexibility**

Leaders are well served when they recognize and capitalize on their strengths. However, strengths can be overused; any strength is ineffectual when applied to an inappropriate situation. Consistently successful leaders wield a range of leadership styles and skills to operate effectively over a wide variety of contexts.

Participants will expand their leadership range by identifying and practicing underdeveloped skills.

#### **Communicating Like a Leader: From Authority to Clarity**

As experts, we learn to communicate our knowledge and advocate our opinions with authority. However, leaders must strive for clarity: to communicate their vision, core values, reasoning, and opinions.

Participants will learn the foundational practices of communicating well: understanding the “Ladder of Inference” and the need to balance advocacy with inquiry.

#### **Minimizing “Blindspots” with Constructive Feedback**

How actions are intended and how they are perceived are often two different things! Such blindspots create unintended consequences and limit leadership effectiveness. Leaders must learn how they are perceived to be effective.

Participants will practice the principles of requesting and giving constructive feedback and will identify key persons from whom to gather personal feedback.

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*“...without the capacity to move back and forth between the field of action and the balcony, to reflect day to day, moment to moment, on the many ways an organization’s habits can sabotage adaptive work, a leader easily and unwittingly becomes a prisoner of the system.”*

*—Ron Heifetz and Don Laurie*

## **Cultivating Mastery: 360° Assessment & Coaching**

Nature or Nurture? Leading well requires innate motivation and suitable temperament—plus, learning a set of sophisticated behaviors that can be identified, practiced and mastered.

Participants will undertake the Leadership Versatility Index (LVI) 360° assessment. Each participant will have six individual executive coaching sessions to formulate and implement a leadership development plan.

## **Developing Others: Improving Engagement & Accountability**

Conflict is not only unavoidable, but a treasured harbinger of productive action! In this session, participants practice techniques for holding difficult conversations: articulating mutual expectations, holding others accountable, de-escalating defensive reactions, and reaching mutually satisfying solutions.

Participants will assess their own conflict style and learn skills for working with conflict constructively.

## **Facilitating Collaboration & Teamwork**

Building and leading diverse, high-functioning teams are essential for innovation and global reach. Stacey’s “Work Landscape” is used as a roadmap to determine when to collaborate and when to direct.

Participants will practice how to establish ground rules, attend to team process as well as task content, facilitate generative conversations, refocus conversation on relevant issues, and build trust.

## **Building Presence as a Leader**

Confidence, assurance, competence, congruence, authenticity, resonance. These are words used to describe the *presence* a leader embodies and projects. A Leader’s presence engenders trust and followership as much as making the right decisions and taking skillful action.

Throughout the program, participants will engage in self-reflection and embodiment exercises to support their leadership presence and integrity.

## **Leading Change**

Truly transformative leaders lead from a set of core values and principals, which do not always uphold the status quo. “Public Agreements” is introduced as a tool to achieve adaptable, transparent, and consistent leadership.

Participants will assess their organizational culture and identify leadership opportunities to garner greater employee engagement and inclusion.

## **Implementing Leadership Projects**

Throughout the program, participants will commit to applying new leadership skills to real-time work situations. Working either individually or teaming with others, participants will flex their leadership muscles by designing and implementing a leadership project in their organization.

As a finale, participants will present their leadership project and describe their process of adaptive learning.