

A decorative graphic consisting of several overlapping, semi-transparent purple squares arranged in a grid-like pattern, tilted slightly to the right, set against a dark purple background.

# Leadership & Talent Development

Strategies for the  
Talent Development Pipe-line

*Training Catalogue*

# Table of Contents

Here is what you can find and expect in this overview of our Talent Development offerings, structure and solutions.

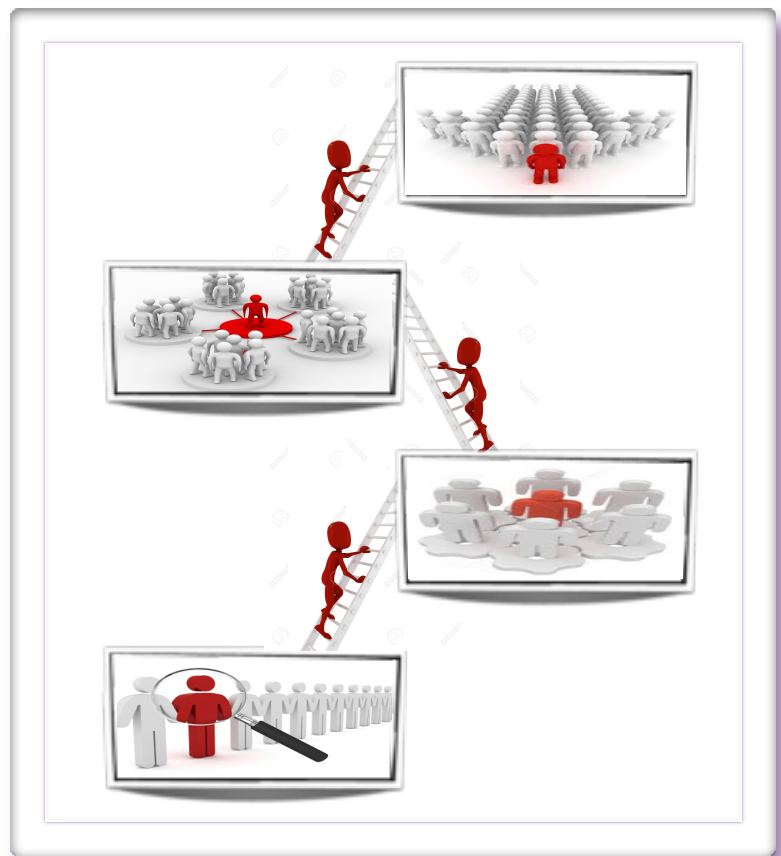
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# Introduction

While every industry and business is different, there are certain progressions and turning points in the development of leaders. Matching the right training, with the right person and at the right time can make all the difference!

Please use this training catalogue as a guide and starting point in matching our proven programs with your talent. Our training programs are aligned with four generic yet distinct roles to help you develop leadership potential systematically and throughout a person's career:

- ▶ **Business Leader / Executive**
- ▶ **Leader of Leaders / Functional Leader**
- ▶ **Front-line Leader / Supervisor**
- ▶ **Individual Contributor**



On the next page are broad descriptions of four different roles or phases for identifying and developing talent. Organizational size and type may effect the overlap between sample titles.

# Role Based Development



**Individual Contributor.** Person responsible for projects, processes, systems or programs. Typically no formal direct reports or authority and is successful through influence. Titles may include; Project Manager, Engineer, Specialist or Technician.



**Front Line Leader / Supervisor.** Manages a small group that may or may not be interdependent. Typically no budget responsibility with strong process & performance emphasis. Titles may include: Supervisor, Team Lead, Lead or Cell Leader.



**Leader of Leaders / Functional Leader.** Manages other leaders, supervisors or group leaders. Manages a budget, people, plans at the department level and implements change. Titles may include: Manager, Director or Program Manager.



**Business Leader / Executive.** Manages a business, business segment, region, business unit or a plant. Responsible for profit and loss, strategy and initiating change. Titles may include: Director, Plant Manager, Vice President, President.

For each phase of development we have two types of offerings: “**Foundation Programs**” & “**Developmental Offerings**”.

**Foundation Programs** are intense immersions; comprehensive, multi-day, rich learning experiences. The duration and design of these programs connects learners to each other and to the topics in ways that create a unique learning community and experience- every time!

**Developmental Offerings** are focused, applied and interactive learning experiences that are half, full and even two-days in duration. Combine with Foundation programs to create a customized learning strategy for your leaders.

# Targeted Solutions

We can help you target training & development to the different roles leader's must enact throughout their career. Below are important competencies and differentiators for each role. For each role there is a **Foundation Program** (bold) as well as other aligned **Developmental Offerings** (bulleted). This is meant as a guide and starting point for developing long term strategies or point solutions.

Role	Key Competencies & Differentiators	Targeted Solutions: <i>Foundation Programs</i> & Developmental Offerings
<b>Individual Contributor</b>	<ul style="list-style-type: none"> <li>• Taking ownership &amp; being proactive</li> <li>• Being assertive without being pushy</li> <li>• Managing time and projects systematically</li> <li>• Committing to the organization</li> </ul>	<p><b><u>Enhancing Influence- W/o Authority</u></b></p> <ul style="list-style-type: none"> <li>• Everything DiSC Workplace / MBTI</li> <li>• Being a Mentee</li> <li>• Applied Project Management</li> <li>• Problem Solving &amp; Root Cause Analysis</li> <li>• Introduction to LEAN &amp; Continuous Improvement</li> </ul>
<b>Front Line Leader / Supervisor</b>	<ul style="list-style-type: none"> <li>• Performance improvement</li> <li>• Shifting from technical to interpersonal competence</li> <li>• Building Teams</li> <li>• Systematic approach to problem solving</li> </ul>	<p><b><u>Leadership Fundamentals: Leadership, Communication, Motivation, Teamwork &amp; Coaching</u></b></p> <ul style="list-style-type: none"> <li>• Everything DiSC Workplace / MBTI</li> <li>• Teamwork- Achieving Results Together</li> <li>• Managing Conflict</li> <li>• Developing Others</li> <li>• Effective Performance Feedback</li> <li>• Meeting Facilitation</li> </ul>
<b>Leader of Leaders / Functional Leader</b>	<ul style="list-style-type: none"> <li>• Setting goals &amp; aligning people/ work groups.</li> <li>• Empowering, leading with questions &amp; delegating</li> <li>• Developing a healthy &amp; high Performing work climate</li> <li>• Drives systematic continuous improvement</li> </ul>	<p><b><u>Leadership Skill &amp; Style Development- Situational Leadership Based Learning</u></b></p> <ul style="list-style-type: none"> <li>• Everything DiSC Management, Disc 363</li> <li>• Emotional Intelligence</li> <li>• Hiring &amp; Interviewing for Success</li> <li>• Performance Management</li> <li>• Five Behaviors of a Cohesive Team</li> <li>• Creating a High Performance Work Climate</li> </ul>
<b>Business Leader / Senior Manager</b>	<ul style="list-style-type: none"> <li>• Creating well informed Strategies &amp; flawless execution</li> <li>• Innovates to shape market place</li> <li>• Match and shift culture to strategy</li> <li>• Change management</li> </ul>	<p><b><u>The LEAD Program</u></b></p> <ul style="list-style-type: none"> <li>• DiSC Work of Leaders- Alignment, Vision &amp; Execution</li> <li>• Strategic &amp; Systems Thinking</li> <li>• Strategic Planning: Engagement, Alignment &amp; Execution</li> <li>• Culture Change</li> <li>• Creativity, Innovation &amp; Breakthrough Thinking</li> <li>• Managing Change</li> <li>• Being a Mentor</li> <li>• Executive Coaching</li> </ul>

# About Us- The LEAD Institute

**W**e have provided Organizational Development & Training Services to help make organizations, leaders and employees function at their best since 1976. Our work has taken us around the globe to work with companies across a wide variety of industries. We are known for the quality and personalized services we provide our clients. Our mission is to help make organizations more productive and better places in which to work.

On the following pages are overviews of our tested and proven talent development workshops for employee, leadership, team and organizational development. These value added workshops are derived from our extensive experience providing consulting and training to assist our clients. The theoretical foundation for our work is proven to engage learners, apply to their challenges and make a difference in performance.

**What You Can Expect** Your managers, technical staff and support staff will be engaged in highly active and interactive learning experiences. Each program engages participants in active learning simulations, assessments, small group discussions and personal application / development.

**Faculty & Facilitators:** The faculty selected to facilitate our workshops are capable, knowledgeable, responsive, engaging and outstanding presenters. They know the subject matter and come with extensive managerial, consulting and/or training experience.

**Resource Material:** Each workshop comes with a workbook to be used during the workshop that also serves as a valuable reference long after the workshop is over. Also, depending on the nature of the workshop, personal, team, leadership and/or organizational assessments are included.

**Continuing Education Credits:** Participants are eligible to receive continuing education credit from these workshops.

**Proposal:** Contact us to discuss your developmental goals and what requirements you have and we'll submit a proposal to meet your needs. If needed we can modify and/or combine existing workshops to create something unique for you and your organization.

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# Learning & Development

Course Overviews

# Individual Contributor



***Enhancing Influence- W/o Authority.*** This program provides rich personal and interpersonal awareness and communication skills for individual contributors of all types and even leaders with formal authority. Participants learn through assessments, video feedback, coaching, peer feedback and hands-on group learning experiences.

## ***Foundation Program!***

During the program participants have opportunities to try skills to enhance their influence and leadership presence, connect & build rapport, be assertive without being pushy and practice a range of influence techniques. Enhancing Influence is structured around the following core learning module:

### ***Duration: 2-3 days***

#### ***Who You Are***

- ▶ Gain insight into what drives your motivation to perform at your best.
- ▶ Passive? Aggressive? Assertive? Learn how non-verbals, vocalics, proximity and posture effect how you are perceived and how others respond to you.
- ▶ You only make one fist impression. Experience a “casting call” and gain insight into the impression you make before you utter a word.
- ▶ Discover ways to productively enhance credibility and visibility.
- ▶ Develop improvement plans to enhance Personal Power relative to connection, expert, information and referent power.
- ▶ Learn how to overcome resistance and roadblocks in a straight forward, respectful manner.

#### ***How You Communicate – It’s About Substance & Style***

- ▶ Determine if you come across too passive or too aggressive.
- ▶ Get the words right! Learn and practice the elements of assertive, respectful and convincing oriented communication.
- ▶ Get the style right! Get feedback on and gain control over non-verbal behavior and mannerisms that detract and distract from the intent of your communication.
- ▶ Learn to overcome roadblocks, detours and objections.
- ▶ Handle challenging situations with enhanced confidence.

#### ***Influence Skills & Techniques***

- ▶ Learn the keys to establish rapport and receptivity by mirroring and using language that compliments the style of the other person.
- ▶ Learn the 5 elements of concise assertive messaging.
- ▶ Practice the critical elements of active listening to maintain focus on the issue, diffuse misunderstandings and increase receptivity to what you want.
- ▶ Assess yourself, make improvement plans and practice five primary influence strategies — rational/logical, stating & asserting, negotiating/exchanging, flexing & connecting and consulting/inquiring.



# Individual Contributor

## Developmental Offerings



### ► **Everything DiSC Workplace / MBTI. Duration: Full & half-day.**

Leaders and non leaders gain powerful personal insights and improve their personal and interpersonal effectiveness with either or both of these proven tools. On-line assessments, group activities, focused presentation and action & learning logs for back on the job application.



### ► **Being a Mentee. Duration Half-day training & year long program.**

This half day training pairs and prepares “proteges” and mentors as they begin a productive cycle of “guided” self directed learning and development. Mentors and proteges explore their roles together and establish a strong foundation. Learning topics are defined, a learning plan is developed and a cadence of contact is established in this fast paced half day kick-off training.

### ► **Applied Project Management. Duration: 1 or 2 days.**

Based on PMI’s Project Management Body of Knowledge (5 phases & 10 bodies of knowledge) this is applied, interactive, team-based training. Applied because participants bring their own projects into the workshop and scale the approach to their projects, not the other way around. Interactive because the training is based on a fast paced “learn-do-share” cycles. Team-based because participants work in teams (as they must in the real word) and by doing so hone their team membership and leadership skills.

### ► **Problem Solving & Root Cause Elimination. Duration: 1 or 2 days.**

This workshop provides the key tools and processes to support and enable the eradication of chronic problems. Through various root cause analysis and in process tools students will be able to effectively identify root causes as the symptom error appears. The students will also learn methods to stay connected with the overall strategy so that improvement resources are being used efficiently and contributing towards providing expected business results.

### ► **Intro to LEAN and Continuous Improvement. Duration: 1 day.**

This one day session, is designed to provide an outline and overview of implementing and practicing Lean. This session is intended to provide the participants with an understanding of why Lean brings business results, how it can accomplish the intended objectives, and how to prepare the organization and individuals for a transformation.

# Front-line Leader / Supervisor



## ***Leadership Fundamentals-Leadership, Communication, Motivation, Teamwork & Coaching.***

This is an entry level leadership program that addresses many of the basic turning points and transitions of emerging leaders. This program is designed to help new leaders gain clarity and comfort in the role of leader as well as build basic capabilities.

### ***Foundation Program!***

This program is built around a core of five never ending and important leadership responsibilities: Leadership, Communication, Motivation, Teamwork & Coaching. The program consists of a pre-assessment, study buddy, 2 day interactive workshop and post-assessment. Leaders who attend this program will satisfy the following learning objectives:

### ***Duration: 2 days***

#### ***Leadership***

- ▶ Identify the difference and importance of both Leadership & Management.
- ▶ Recognize the eight essential skills of effective leadership; Planning, Monitoring, Facilitating, Coaching, Innovating, Brokering, Producing & Directing.
- ▶ Understand how and when to exercise authority and how and when not to!
- ▶ Learn and practice two critical attributes of an effective (assertive) leadership style.

#### ***Communication***

- ▶ Understand the importance and processes of effective leadership communication.
- ▶ Understand and determine how to leverage the five directions of organizational communication.
- ▶ Gain awareness of non-verbal communication.
- ▶ Practice the five critical behaviors of an active listener.
- ▶ Identify the steps required for effective leadership communication.

#### ***Motivation***

- ▶ Understand the four basic motivators and develop strategies to enhance employee motivation.
- ▶ Be able to assess the “motivational quotient” of different tasks and jobs and determine how to make work more motivating.
- ▶ Assess one’s own motivational make-up and determine which aspects of their role are energizing for them, and which may drain them.

#### ***Teamwork***

- ▶ Assess their group (interdependence x formal structure) and develop plans to enhance teamwork.
- ▶ Understand the five phases of team development and their leadership in building effective teams.
- ▶ Understand and get ahead of the main causes of team conflict.
- ▶ Learn and practice effective team decision making.

#### ***Coaching***

- ▶ Learn and practice a six step “coaching for job instruction & proficiency” process.
- ▶ Learn how to “see” and communicate coaching/learning opportunities to employees.
- ▶ Appreciate the different learning styles of employees and develop simple strategies to tailor their coaching efforts to the different learning styles in their team.
- ▶ Write and deliver effective positive feedback as well as corrective feedback. Practice delivering both.

# Front-line Leader / Supervisor

## Developmental Offerings



### ► **Everything DiSC Workplace / MBTI. Duration: Full & half-day.**

Leaders and non leaders gain powerful personal insights and improve their personal and interpersonal effectiveness with either or both of these proven tools. On-line assessments, group activities, focused presentation and action & learning logs for back on the job application.



### ► **Teamwork- Achieving Results together. Duration: 1 or 2 days.**

Working in teams with high levels of collaboration and interdependence are a fundamental aspect of organizational effectiveness. Having employees who are capable of being good team members and team leaders is essential. In addition to having good communication and personal skills, they must have a sound understanding of how teams work. This Workshop provides the knowledge and skills to ensure supervisors and managers / team leaders function well in teams, make good decisions, get ahead of and address conflict and bring out the best in other team members.

### ► **Managing Conflict. Duration: Full & Half day.**

The purpose of this training is to provide supervisors with the knowledge to recognize causes of workplace conflict, the skills to facilitate resolution of conflict and clear steps on how to manage the work relationships once the conflict has been resolved. Through assessments, workshop discussions and case scenarios, this training provides practical steps and techniques everyone can learn.

### ► **Developing Others. Duration: Half day.**

Organizations need a talent pool who can take the reins in any situation, to ensure continuity and effectiveness in alignment with the goals and objectives of the organization. In this course, leaders identify the type of performance levels in their team and develop conversation strategies for each level. Next they learn the different types and methods of development, a seven-step process for developing employees, and how career alignment affects career satisfaction. Participants receive tools and worksheets to use during development discussions with employees.

### ► **Effective Performance Feedback. Duration: Full & half-day.**

This unique program is aimed at helping leaders become more **proficient** and **active** in giving performance feedback. During this program we help your leaders develop new, positive and enduring habits to increase performance, engagement and satisfaction by providing more effective performance feedback. A memorable feedback experiment, scripting tools, phone/devise app and videos make this an active and beneficial learning experience with real ROI.

### ► **Facilitating meetings. Duration: Full & half-day.**

The first part of this workshop is focused on planning and leading meetings that are more productive, a better use of time where people achieve alignment, make sound decisions and build the commitment to execute agreed upon actions. In the second part participants learn skills and techniques to actively engage meeting participants as well as deal with the difficult bad meeting behaviors in a simple and systematic way.

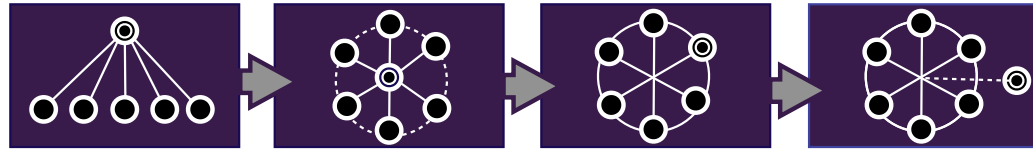
# Leader-of-Leaders / Functional Leader



## Foundation Program!

**Duration:**  
**2-3 days**

**Leadership Skill & Style Development (LSSD).** LSSD is designed to train leaders in a system and progression of skills, practices and tools aimed at increasing employee engagement, development, proficiency and ownership.



This training helps leaders prevent employees from feeling uncertain, undervalued and ultimately under performing. This program is a great match for leaders who work in LEAN and or continuous improvement work cultures.

**LSSD** is a fit for leaders looking to address any of the following:

- ▶ You need to help others step up so you can step back.
- ▶ A few capable and motivated employees “carry” the less capable/less motivated; and aren’t happy about it!
- ▶ You find yourself addressing the same issues over and over with less traction & more frustration.
- ▶ You want to strengthen your bench and add to the skills and learning of your employees, staff or team.
- ▶ You want to feel confident you are using positive & corrective feedback correctly.
- ▶ You are looking for better tools/methods to address accountability issues.

Participating leaders will learn to apply **Situational / Developmental** leadership to assess their preferred leadership approach in regard to Directing, Coaching, Counseling and Delegating. They then learn to evaluate their followers’ skill and motivation levels (readiness), when, how and with whom to apply the appropriate leadership approach. Participants receive hands on instruction and tools to improve how they use these four leadership approaches back on-the-job.

Leadership Skill & Style Development (LSSD) program is a proven and applicable learning process for Managers, Supervisors & Front-line-Leaders. LSSD training can be broken into three distinct “Units”.

- 1. Personal & Interpersonal Unit**
- 2. High Performance Climate Leadership Unit**
- 3. Leading & Managing Others Unit**

In each unit participants apply the training to their specific leadership challenges. The workbook helps capture these commitments and actions and participants get together with peers to share and consult with each other over their learning and action logs.

# Leader-of-Leaders / Functional Leader

## Developmental Offerings



### ► **Everything DiSC Management & 363. Duration: Full & half-day.**

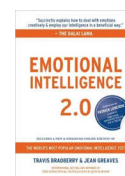
This powerful suite helps participating managers discover how DiSC affects management style including; creating a motivating environment, directing, delegating, developing others, decision making and problem solving.



**Everything DiSC® 363™ for Leaders** combines the best of 360° feedback with the simplicity and power of DiSC, plus three strategies for improving leadership effectiveness. The result is a more productive and satisfying 360 experience.

### ► **Emotional Intelligence. Duration: Full & Half day.**

This training provides leaders with a simple yet powerful framework for thinking about emotional intelligence, a quantitative tool to measure their emotional intelligence quotient (EQ), and 66 specific, practical steps you can take to improve your EQ. Online assessment, in session video, group discussions and structured activities provide participants with the knowledge and skills for greater Self Awareness & Self Management as well as Social Awareness & Relationship Management.



### ► **Hiring & Interviewing for Success. Duration: Half day.**

This training focuses on behavior based interviewing as well as the interpersonal skills associated with effective interviewing. We will identify the steps involved and actually conduct a professional interview session. Participants will learn how to use the interview data along with other assessment information collected to make valid employment decisions.

### ► **Performance Management. Duration: Full & Half day.**

Effective Performance Management skills is a critical driver of employee engagement and managers who are effective at employee performance management produce better business results. Attendees will:

- Focus on performance planning and communication—not just an annual appraisal?
- Learn to set clear, aligned goals & expectations that improve performance and productivity.
- Practice six tips on how to communicate with employees regularly and positively.
- Uncover the hidden reasons why employees fail.
- Avoid damage caused by jumping to conclusions regarding employee performance.
- Utilize effective tools, templates and checklists to manage employee performance on a regular basis.

# Leader-of-Leaders / Functional Leader

## Developmental Offerings



### ► **Five Behaviors of a Cohesive Team. Duration: 1or 2 days.**

Initially based on Patrick Lencioni's best seller "the Five Dysfunctions of a Team" this training helps managers **assess, diagnose** and **build** strong teams. (trust•commitment• conflict•accountability•results). The workshop design can accommodate in-tact teams or groups of leaders, either way the training is applied and focused on *their real team issues* and dynamics. This training helps leaders understand and navigate the critical dynamics to drive high performance teams:

- Build Trust, otherwise members pull away and insulate themselves from each other.
- Have productive conflict, otherwise members engage in "head-nodding" & artificial harmony.
- Build Commitment, otherwise there is ambiguity and important things go undone.
- Focus on Accountability, otherwise standards erode and finger pointing begins.
- Achieve Results together, otherwise team efforts are diffused or at odds.

### ► **Creating High Performance Work Climates. Duration: Full & half-day.**

In this interactive, assessment and simulation based workshop participants experience the power that healthy and unhealthy climates have on employee satisfaction and performance. Leaders learn the importance of removing unnecessary hierarchy, closing "power-distance", to value people for more than their "hands" and how simple performance feedback boosts morale. Participants leave with concrete action plans and the motivation to implement.



# Business Leader / Senior Manager



## **Foundation Program!**

**Duration:  
3 days**

**The LEAD Program.** LEAD provides the tools and experiences leaders need to better understand and harness their personal and organizational potential. LEAD has helped thousands of leaders increase their impact and effectiveness in leading people, leading change and managing systems for results.

LEAD is an applied and output driven learning process. At LEAD you develop a vision and road-map for your personal and work unit's effectiveness. You will leave LEAD with deeper insight into yourself as a leader, what others need from you and how you can best prepare yourself and your work-unit for the future. Insights and explicit plans for improvement emerge from these three focus areas:

### **Work Unit Culture Change & Performance Improvement**

- ▶ Assess your work unit's current culture in regard to emphasis on teamwork, structure, innovation and results.
- ▶ Analyze what is working and not working in your current culture.
- ▶ Create a vision and detailed road-map for your work unit's desired future culture for improving performance and making it a better place in which to work.
- ▶ Create detailed improvement plans to move from the current to the desired culture.

### **Transformational Leadership & Transactional Management**

- ▶ Use 360° leadership assessment feedback data to zero in on how to increase your effectiveness and impact as a leader of people and a manager of systems.
- ▶ Create change plans to improve your transformational leadership effectiveness as a facilitator, mentor, innovator and broker.
- ▶ Create change plans to improve your transactional management effectiveness as a producer, director, monitor and coordinator.
- ▶ Integrate your 360° leadership and management change plans with your desired culture improvement plans.

### **Enhancing Personal Style**

- ▶ Do an in-depth analysis of your personal style strengths and how over using your strength can be a negative.
- ▶ Define the personal style approaches you under utilize and should use more often.
- ▶ Learn in what ways you need to flex your style to work better with your boss, direct reports and colleagues.
- ▶ Integrate your personal style improvement plans with your desired culture improvement plans.

LEAD is tailored to the needs and demands placed on upper level and senior level leaders. This program is designed for managers who are serious about personal improvement, committed to adding value to their organizations and enhancing their careers.

# Business Leader / Senior Manager

## Developmental Offerings



### ► **DiSC Work of Leaders- Alignment • Vision • Execution: 1 or 2 days**

This powerful suite helps participating managers discover how DiSC affects management style including; creating a motivating environment, directing, delegating, developing others, decision making and problem solving.



**Everything DiSC® 363™ for Leaders** combines the best of 360° feedback with the simplicity and power of DiSC, plus three strategies for improving leadership effectiveness. The result is a more productive and satisfying 360 experience.

### ► **Strategic & Systems Thinking. Duration: Full & Half day.**

The focus of this session is to build participants' skills and capability in the five key components required for Strategic Thinking — Systems Thinking, Critical Thinking, Creative Thinking, Thinking in Time, and Introspective Thinking. Participants learn to think critically by analyzing data, recognizing and accounting for cognitive bias and intuition, prioritizing the most important information and making decisions based on sound judgment.

### ► **Strategic Planning- Engagement, Alignment & Execution. Duration: Full & Half day.**

Effective strategic planning and strategic thinking drives engagement, alignment and accountability to take action. This workshop covers all the steps of the strategic planning process with strategic documents supporting each step of the process and ending with a defined strategy for execution. Participants review and examine the pros and cons of the three most common strategic planning approaches — Customer Intimacy/Partnership Strategy, Product & Service Leadership Strategy and Total Low Cost/Value Strategy.

### ► **Culture Transformation. Duration: Full & Half day.**

This workshop is a developmental process providing managers with a sound foundation upon which to map their current and desired culture and then to analyze their organization's culture in regard to what's working and not working and what needs to be done to make it more productive and a better place in which to work. The process is based on the Competing Values Framework showing organizations being a blend of Clan, Hierarchy, Adhocracy and Enterprise Cultures.

### ► **Creativity & Innovation. Duration: 1 or 2 days.**

This workshop engages participants in examining key elements of innovative organizations; overcome many of the myths and misconceptions about creativity; and learn effective strategies to unleash the potential creativity and innovation within themselves and their organizations. Understand the nine dimensions of a "Climate for Innovation", do an assessment of their work unit's climate for innovation and develop action plans to enhance key climate dimensions.



# Business Leader / Senior Manager

## *Developmental Offerings*



► **Being a Mentor. Duration: Half day kick off training, Multi-month program.**

This half day training pairs and prepares “mentors” and protege’s as they begin a productive cycle of “guided” self directed learning and development. Mentors and proteges explore their roles together and establish a strong foundation. Learning topics are defined, a learning plan is developed and a cadence of contact is established in this fast paced half day kick-off training.

► **Executive Coaching. Duration: 1 day “quick-coach” and or 6 month engagements.**

Coaching is personal and professional learning process that is tailored to results of the senior leader. We use a number of assessment techniques and work with the leader to craft a detailed Leadership Development & Action Plan (LDAP). A coaching engagement usually incorporates the following phases: Intake & Initialization, Assessment, Feedback & Immersion session, Monthly Support. The LDAP is developed during the Feedback & Immersion session.