Leadership Development Program

About the Program

The purpose of this program is to develop skilled leaders who are prepared for positions of greater responsibility in their agencies and communities. Program goals include broadening the perspective of participants, building concrete skills for effective leadership, and promoting the kind of personal change and growth needed to lead and move organizations in new directions.

Instructors will use a variety of methods, including case studies, lectures, discussion, exercises, a 360-degree management assessment, self-assessments, and videos. Small group and individual coaching during and between sessions will support participants in transfer of learning, personal development, and accountability for change.

The program consists of 16 days of training conducted in two-day sessions over eight months and can accommodate up to 25 participants at a time.

Program Outline

Executive Leadership

Effective leaders achieve results in ways that set them apart from others. This session will cover leadership within a competency framework. Several leadership models will be presented, and participants will have an opportunity to assess their own leadership styles.

Participants will learn to
- describe and apply three models of leadership
- assess their own leadership style and demonstrate flexibility in their leadership role
- lead with possibility to create a culture of hope and potential

Personal Influence and Organizational Insight

Studies show that the most effective leaders clearly understand their own preferences, styles, abilities, and areas in need of improvement. This session will offer participants an opportunity to gain greater insight into their own leadership effectiveness through feedback from a 360-degree assessment. Additionally, participants will explore their personal communication style and develop competence and confidence in their ability to influence others. In addition to this individual work, participants will cover a set of tools for examining organizational behavior.
Techniques for dealing with organizational conflict and issues around the use and misuse of personal power will also be considered.

Participants will learn to
- assess their leadership skills using 360-degree feedback and create a development plan to enhance their leadership effectiveness
- assess the impact of their style on others and adapt their behaviors to get desired results
- understand and demonstrate the effective use of power and influence

**Sustaining Transformational Change**

Public sector executives must actively lead their organizations and staff through any change effort. This session will focus on the leadership of transformational change. Emphasis will be placed on examining the structure, design, and culture of organizations and the efforts required to implement significant change in those areas.

Participants will learn to
- identify and apply critical factors in leading profound change
- assess their preferred change style and identify ways to work with different styles
- describe strategies to master the challenges of “tops, bottoms and middles”

**High Performance Organizations**

Successful leaders recognize the importance of transitioning to a high performance approach. Research indicates that great places to work benefit from increased employee engagement, higher productivity, and greater employee retention. This session will look at the leader’s role in creating a great place to work, the components involved, and how those components can be adapted to public human services organizations. Participants will also gain a set of skills to move organizations to a more effective team-centered approach.

Participants will learn to
- describe the critical role of the leader in creating a great place to work
- apply great workplace strategies, adapted to public human services organizations, that result in improved performance, retention, and employee engagement
- build and maintain effective teams

**Thinking Skills**

This session will emphasize the importance of an effective systems approach to understanding the environment and dealing with challenges that may arise. Participants will practice creative techniques to approach workplace challenges and use a structured, six step problem-solving process to enhance their problem-solving skills.

Participants will learn to
- use systems principles to make more effective decisions
- apply structured problem-solving tools to analyze and solve workplace problems
- use decision-making tools to analyze options and possible unanticipated consequences
Building Organizational and Individual Capacity

Creating a workforce of engaged, productive workers in an environment of seemingly nonstop demands, 24/7 smartphone connectivity and constant change is a major challenge. Beyond creating a great place to work, this session will concentrate on skills that many leaders want to enhance—creating an accountability system that works, dealing effectively with performance issues, implementing a succession plan to retain organizational knowledge and skill, and working effectively with one’s supervisor.

Participants will learn to

- create a succession plan for their own area of responsibility
- apply the three step accountability without blame model
- identify strategies to improve retention
- assess and deal effectively with performance problems
- identify and practice strategies to build a collaborative relationship with one’s supervisor

Determining and Setting Direction

This session will look at specific activities leaders use to set direction. The strategic planning process will be demystified, emphasizing the importance of setting measurable goals and objectives, as well as cascading responsibility and authority for achieving the goals throughout the organization. Successful approaches will be presented to create and implement business plans to achieve organizational goals as well as work plans to track individual accomplishments. Participants will assess their own organization’s culture and identify strategies to adjust the culture to better achieve the organization’s mission.

Participants will learn to

- lead a strategic planning initiative
- create business plans and work plans
- assess and adjust organizational culture

Putting It All Together

This last session will show leaders how to develop resiliency to cope with the ups and downs of organizational life and to expand this resiliency to others in the organization. Strategies for self-care will be presented along with findings from neuroscience that impact effective leadership and resilience. This last day is made up of a review of the entire program and closing ceremonies.

Participants will learn to

- describe and apply the neuroscience of effective leadership
- practice self-care to develop resiliency as leaders
- apply tools to build a resilient organizational culture