

Trimergent Leadership® System

Leading Self, Leading Teams, Leading Organizations

**J. Clint Anderson
Company**

**Learning Event
Catalogue**

204 Lancaster | Georgetown, Texas 78628
512-868-9883 | www.jclintanderson.com



Thank you for your interest in J. Clint Anderson Company learning events. The outlines and objectives presented in this course catalogue provide you with an understanding of the content of each learning event. Beyond that each event includes components that are designed to create real behavior change in participants.

- ❖ Highly Skilled Trainers Certified by the J. Clint Anderson Company
- ❖ Quality workbooks designed to ensure engagement and recall of concepts
- ❖ Multiple experiences that challenge learners including
 - Large Group Presentation
 - Large Group Discussion
 - Small Group Interaction
 - Dialogue
 - Experiential Activities
 - Reflection
 - Discovery
 - Individual and Group Feedback
 - Role Play
 - Coaching
 - Assessments

As a result of these components, our training impacts companies that are striving to break free of traditional management practices based on the principles of scientific management as developed in 1911. It has been developed by Dr. J. Clint Anderson to support 21st Century organizations as it addresses three fundamental realities all companies face today.

- A need for leadership that empowers teams and individuals while embracing the complexity that exists both inside and outside of the organization.
- Effective interactions between people resulting in the collaboration that leads to innovation focused on performance and results.
- Learning at the individual, group, and organizational levels that leads to new solutions to the problems, challenges, and opportunities that exist in the marketplace.

Please contact our team if you have any questions about the courses in this catalogue. Additionally we will provide a complimentary assessment of your training needs and propose the most appropriate events for the outcomes you seek from your development investment.

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Customization Options

The J. Clint Anderson Company can customize our courses to fit your needs. The courses in this catalogue are designed to be one day in length but can be customized for content or time.

- Customized Content – The material in this catalogue can be adapted to fit your requirements.
- Customized for Time – If you are seeking a multi day, half-day or two hour event, we can adjust content to fit your requirements

Our learning events include:

- ❖ Corporate Training
- ❖ Executive Retreats
- ❖ Staff Retreats
- ❖ Teambuilding Events
- ❖ Experiential Learning

In addition to learning events we also offer:

- ❖ Keynote Addresses
- ❖ Executive Coaching
- ❖ Consulting Services
- ❖ Research

For more information contact:

Email:

Sales@jclintanderson.com

Phone:

512-868-9883

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Trimergent Leadership® System Training

The Trimergent Leadership® System includes three areas of leadership connected by common foundation and concepts applied skillfully to self, team, and organization, achieving results at all levels.

The Trimergent Leadership® System consists of three ten day courses including leading self, leading teams, and leading organizations. The common foundation of the courses is represented by the five leadership capacities.

Vision - The capacity to set clear, compelling direction

Transformation – The capacity to integrate stakeholders into mission

Values – The capacity to develop principles with clear expectations

Development – The capacity to invest in people for performance

Teamwork – The capacity to involve and empower stakeholders for performance and innovation

These foundational capacities are applied to skills that are appropriate to each area of leadership: self, teams, and organizations. The result is consistent, coherent leadership in your company.

Leading Self	Leading Teams	Leading Organizations
Personality	Foundation	Foundation
Personal Distinctives	Teams in an Aligned Organization	Systems
Mission	Embarkation Phase	Context
Vision	Directing Leadership	Future
Belief System	Turbulence Phase	Change
Passion	Mediating Leadership	Strategy
Communication	Buy-in Phase	Structure
Self-discipline	Facilitating Leadership	Culture
Life Management	Ownership Phase	People
Balance	Collaborating Leadership	Performance

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Leading Self

LEADERSHIP BEGINS WITH THE EFFECTIVE DEPLOYMENT OF SELF™

Outlines and Objectives

Leadership begins with the effective deployment of self.™ The primary practice of leadership is leading one's own life. Leading Self is a series of learning events that provide the knowledge of how to lead oneself well through workshops, experiences, practice, and reflection. Participants are challenged to identify personal leadership barriers and challenges through the development of strategies and practices that move beyond personal plateaus to success. These strategies and practices are expressed in a personal strategic plan that is presented by participants at the end of the course. Success in leading self directly influences and impacts the practice of leading teams and organizations.

Ten Sessions include:

- **Personality**
- **Personal Distinctives**
- **Mission**
- **Vision**
- **Belief System**
- **Passion**
- **Communication**
- **Self-discipline**
- **Life management**
- **Balance**

Who will benefit from this program?

- **Leaders and managers at any level who want to increase personal leadership effectiveness as they lead out of who they are**
- **Individual employees who want to bring personal mission and vision to their work as they increase personal effectiveness**

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Leading Self

Session I: Personality

Description: Personality influences every action and interaction in life. While many people have taken personality assessments, they have not explored the impact of their personality on their ability to lead themselves. This course provides an in depth review of each participants personality utilizing the Inscape Publishing DiSC® Profile. It lays the foundation for building on the strengths of each profile to ensure effective leading of self.

Outline

- Clarify the value of understanding your personality in leading your self
- Understand the strengths and weaknesses of your personality
- Identify motivating factors inherent in your personality
- Learn how others experience you in relationships
- Consider how your personality influences your communication
- See your behavioral approach to your role
- Compare your practice of your role in the organization with your personality style

Objectives

- Reduce stress by accepting your personality and living effectively out of it
- Lead your self out of the strengths of your personality
- Build upon the strengths of your personality while ensuring the weaknesses do not undermine you
- Use your understanding of your personality to improve your motivation
- Consider the experience of others when they interact with you
- Communicate with intentional effectiveness
- Fulfill your role in the organization out of your strengths
- Ensure a fit between your personality and how you approach your work

Leading Self

Session II: Personal Distinctives

Description: Individual uniqueness develops out of the many factors in life that contribute to who you become. Many of these factors are out of your control. While most are positive, some may have negatively impacted you. It is this combination of factors that develops into your personal distinctives. When understood, your personal distinctives come together to make you successful. This course guides you to an understanding of your personal distinctives by examining the factors that make you who you are. Leading Self is living out of those distinctives.

Outline

- Become aware of the reality of your uniqueness
- Learn the eight key factors that have developed into your personal distinctives
- Reflect upon the impact of your life factors
- Evaluate the influence of the interaction of your life factors
- Identify your personal distinctives
- Clarify your strengths and weaknesses based on your personal distinctives

Objectives:

- Accept the connection between your uniqueness and success.
- Become open to learning about the impact life has had on you
- Embrace who you have become and who you are becoming
- Gain clarity about who you are
- Understand your personal distinctives
- Lead yourself with a growing understanding of your strengths and weaknesses

Leading Self

Session III: Mission

Description: Clarifying personal mission is a foundation that has importance in all of life's decisions. Living out of mission allows participants to bring intentionality to both major and minor decisions. The result is the capacity to invest your life in the manner you desire regardless of where you are or what you are doing. This course leads participants through the process of writing a personal mission statement that becomes the foundation of leading self.

Outline

- Clarify the value of personal mission
- Consider the impact of living out of personal mission
- See the difference between a human doing and a human being
- Consider the legacy you will leave
- Envision the impact that you desire to have on others
- Clarify your mission
- Capture what is most important to you in a personal mission statement

Objectives

- Accept the importance of living out of personal mission
- Lay a foundation that allows you to make the difference you want to make
- Practice being before doing
- Consider the effect you are having on others
- Determine to live out your personal mission
- Lead yourself to complete a personal mission statement

Leading Self

Session IV: Vision

Description: When a person understands his or her mission, he or she can then consider the outcome of fulfilling that mission. The desired outcome is a vision. A vision brings direction to mission. It is a picture of the future that a person will invest his or her life to enjoy. Participants will develop a vision as a result of participation in this course. The vision will bring clarity and direction that supports the capacity to lead self well.

Outline

- Clarify the difference between purpose, mission, and vision
- Understand the nature of vision
- Consider the power of vision in an individual's life
- See how a personal vision can impact you
- Learn the content of a personal vision
- Define a future that has personal meaning
- Connect personal vision and motivation

Objectives

- Connect your personal mission and vision
- Realize the power of personal vision
- Commit to pursuing your personal vision
- See a future that has meaning to you
- Define a vision that fulfills your personal mission
- Lead yourself to embrace and pursue your personal vision

Leading Self

Session V: Belief System

Description: Every person has a belief system that influences behavior, both positively and negatively. Many individuals focus on changing behavior without considering the mental model that is creating the behavior. Making the connection between beliefs and behaviors allows participants in this course to make intentional choices that are required to lead self.

Outline

- Consider the nature and operation of beliefs in your life
- Make the connection between beliefs and values
- Identify your core values
- Understand the operation of your belief system
- Practice reframing to challenge long held beliefs
- See how beliefs limit the ability to overcome challenges
- Learn a process to overcome challenges

Objectives

- Become aware of your belief system
- Accept the influence of beliefs on your life
- Commit to live out your core values
- Change behavior by changing beliefs
- Embrace your personal strengths
- Creatively solve problems
- Overcome challenges to leading self

Leading Self

Session VI: Passion

Description: Passion is a powerful dynamic in people. When a person operates out of passion he or she experiences high levels of motivation, satisfaction, and achievement. This course guides participants to identify and understand passions as consideration is given to the connection between tasks and energy. Participants will use this understanding to discover the intrinsic motivation to fulfill his or her mission.

Outline

- Clarify the difference between passion and motivation
- Make the connection between daily activities and passion
- Identify your passions as you consider the activities that give you energy
- Connect your passions to your personal mission
- Consider how your passions will ensure the achievement of your personal vision
- Discover greater motivation through application of your passions to daily activities

Objectives

- Connect your motivation to your passions
- Discover your passion in daily activities
- Communicate your passions to help others understand your motivation
- Pursue your mission and vision with passion
- Experience greater motivation
- Lead self to perform at a higher level

Leading Self

Session VII: Communication

Description: Communication is the opportunity to gain support from others in your quest to lead self. The ability to clearly articulate your personal plan to others enhances their ability to support you in achieving it. This is also true of intrapersonal communication; what you tell yourself. This course challenges participants to improve both interpersonal and intrapersonal communication as a foundational skill required to lead self.

Outline

- Clarify when communication occurs
- Identify common hindrances to communication
- Understand both interpersonal and intrapersonal communication
- Assess your personal communication strengths and weaknesses
- Move from unhealthy to healthy communication patterns
- Learn to identify the impact of intrapersonal communication on your ability to lead self

Objectives

- Ensure you are communicating clearly
- Maintain awareness of communication hindrances
- Use effective intrapersonal communication to support interpersonal communication
- Strengthen personal communication skills
- Overcome unhealthy communication patterns
- Use intrapersonal communication to lead self

Leading Self

Session VIII: Self-discipline

Description: Self-discipline is at the heart of leading self. The ability to make choices that are based in mission, vision, and values on a day by day basis requires the discipline to act intentionally. This course identifies each participant's unique challenge in the practice of self-discipline and provides tools to overcome the lures that distract from the mission he or she has committed to fulfill.

Outline

- Consider the importance of self-discipline as it relates to your mission, vision, and values
- Clarify the difference between discipline and self-discipline
- Understand the nature of self-discipline
- Get the keys to self-discipline
- Identify your personal lures
- Develop strategies to support the practice of self-discipline

Objectives

- Make the connection between mission, vision, values, and the practice of self-discipline
- Avoid discipline by practicing self-discipline
- Accept self-discipline as a positive opportunity
- Use the keys to self-discipline
- Avoid your personal lures
- Find real value in self-discipline

Leading Self

Session IX: Life Management

Description: Many people attempt to manage time. The reality is that we all have the same amount of time. Leading Self well in relation to the time we have increases personal effectiveness. The Trimergent® approach to using time effectively is founded in life management. Life management is the capacity to understand all of the demands of your life and approach each in consideration of your mission, vision, values and personal priorities. Participants in this course will practice a decision making process that directs them in when to say “yes” and when to say “no.”

Outline

- Accept the basic concept of life management
- Clarify the roles you play in life
- Define the priorities in your life
- Identify that which impacts your personal priorities
- Learn the key to achieving your priorities
- Get an effective approach to build your to do list
- Deal with the unexpected without losing focus
- Leave with a plan for tomorrow

Objectives

- Become intentional in how you use time
- Focus on what is most important in your life
- Operate out of priorities based in your mission, vision, and values
- Overcome distractions that misdirect you
- Use practical life management tools
- Become intentional as you lead self

Leading Self

Session X: Balance

Description: As Individuals we face many pressures in day to day living that pull us in many directions. While most of us focus on managing all that is pulling at us we seldom think about how to bring true balance to our lives. Balance is the ability to take responsibility for self in a way that ensures you fulfill your responsibilities to others. Participants in this course learn to live a life in balance, ensuring a healthy approach to life.

Outline

- Understand the difference between life management and balance
- See the impact of living life out of balance
- Learn the five areas of life balance
- Consider the five questions that evaluate life balance
- Assess your life balance
- Plan steps to achieve balance

Objectives

- Commit to practice life balance
- Determine the impact of your current approach to balance
- Become aware of the five areas of life balance
- Determine your personal place of life balance
- Identify areas to become more balanced in life
- Initiate practices that bring your life into balance

Leading Teams

Outlines and Objectives

Team leaders fulfill the dual role of building a team and delivering results. "Leading Teams" is a combination of workshop and experiential training. The sessions are structured to ensure each participant gains skills in developing team members, identifying the team's phase, and how to lead it to the next level. Participants will develop a consistent philosophy of leadership creating a healthy, productive culture of teamwork in your organization.

Ten Sessions include:

- **Foundation for Team Leadership**
- **Teamwork in an Aligned Organization**
- **Embarkation Phase**
- **Directing Leadership**
- **Turbulence Phase**
- **Mediating Leadership**
- **Buy-In Phase**
- **Facilitating Leadership**
- **Ownership Phase**
- **Collaborating Leadership**

Who will benefit from this program?

- **Leaders and managers at any level of an organization that desires to move from traditional management approaches**
- **New supervisors who want to lay a foundation for their career in management**
- **Project team leaders who want to ensure success of their project team**

Leading Teams

Session I: Foundation for Team Leadership

Description: Develop a strong foundation in the Trimergent Leadership® System approach to Team Leadership with this “Big Picture” view of a team leader’s role. This session lays the foundation and outlines the concepts for leading teams.

Outline

- Understand the difference between a team, committee, and program
- Establish shared definitions of team
- Clarify how team leadership differs from conventional management
- Understand the basic concept of the two roles a team leader fills
- Determine how to align your team within the organization
- Learn how to identify your team’s level of teamwork and move it to the next level
- Understand the style of leadership required for the different levels of teamwork
- Assess your preferred leadership style
- Recognize the personal dynamic of team leadership
- Learn to adopt the style of leadership that fits the level of your team

Objectives

- Apply the concept and function of teams
- Increase the capacity of the team through effective team leadership
- Build a team that engages and utilizes the diversity of team members
- Learn your preferred leadership style and how to adapt to the team’s leadership requirements
- Move team members from individual agendas to ownership
- Lead a team to high levels of productivity
- Empower your team to innovate
- Align the team with organizational goals

Leading Teams

Session II: Teamwork in an Aligned Organization

Description: Session two provides the understanding a team leader needs to be effective within the organization. It addresses the challenges a team leader faces in organizational life and strategies to bring balance to his or her many roles while ensuring the team fulfills its responsibilities to the organization.

Outline

- Make the connection between your team and the overall organization
- Leverage teamwork no matter how your organization is structured
- Influence your team to operate in patterns of behavior that create success
- Identify how the organization's culture is affecting your team
- Determine how to deploy seven organizational factors intentionally to strengthen your team and company
- Fulfill your role as a team leader for the organization
- Assess your approach to balancing the team leader's responsibilities

Objectives:

- Create awareness in team leaders of the connection between the team and the organization
- Overcome external structural challenges to teamwork
- Ensure movement in the right direction by creating the right patterns of behavior in the team
- Identify and use the organizational culture to achieve the right goals
- Intentionally approach seven key organizational factors in a way that supports teamwork
- Make the connection between your team and the organization
- Balance the five areas you serve as a team leader

Leading Teams

Session III: Embarkation Phase

Description: The team leader will learn how to set expectations in team members, as well as orient the team. This session ensures that the team leader understands how to get team members on board and move them toward becoming a team.

Outline

- Assume the role of team trainer and builder
- Prepare those you lead to become a team
- Establish common understanding and language for teamwork
- Align your team with the organization by developing statements of purpose, vision, and values
- Set the boundaries within which your team will operate
- Make every activity a team building activity
- Lay a foundation for interpersonal understanding between team members
- Clarify your leadership approach to the embarkation phase

Objectives

- Assume responsibility to train and build the team
- Use team mission, vision, and values to align the team with the organization
- Ensure commitment of team members to the responsibility of the team
- Use the established boundaries within which the team is empowered
- Build and train the team through every action and interaction with team members
- Discover what team members bring to the team
- Clarify personal leadership challenges related to this phase of teamwork

Leading Teams

Session IV: Directing Leadership

Description: The key to building teams is matching the approach to leadership with the phase at which the team is operating. This session prepares a team leader to navigate the Embarkation phase while moving toward Turbulence.

Outline

- Define the role and focus of directive leadership
- Develop personal strategies to practice directive leadership
- Differentiate directing from dominating
- Supervise the team to build interdependence
- Evaluate the influence of your communication on your team.
- Learn to assess personalities using the Personal Style Indicator
- Use the Team Style Profile™ to identify the behavioral traits of team members and understand their interactions.

Objectives

- Directive leadership will connect to the Embarkation Phase of the team
- Individual team leaders will direct teams toward empowerment
- Supervision will build interdependence in team members
- Team leaders will be aware of their communication styles and how to use them to build the team
- Recognition of the influence of the team leader's personality on the team
- Understanding of personalities on the team and the dynamic they create
- Identification of the collective behavioral tendencies of the team

Leading Teams

Session V: Turbulence

Description: Many leaders fail to recognize that teams must go through relational turbulence to achieve high performance levels. Team leaders will develop skill in guiding the team through the inevitable storms that develop when people interact.

Outline

- Discover the value of turbulence in team development
- Identify ten common power plays that occur in building a team
- Learn how to turn power plays into team building events
- Consider the causes of conflict in a team
- Understand how different personalities naturally conflict with one another
- Move from conflict to consensus

Objectives

- Acceptance that conflict is a normal part of team development
- Identification of power plays as attempts to promote a personal agenda
- Use a five step model to turn power plays into team training opportunities
- Recognition of the causes of conflict
- Leverage the difference in personalities to strengthen the team instead of create conflict
- Apply the practice of consensus to move team members from personal agendas to the team agenda

Leading Teams

Session VI: Mediating Leadership

Description: A team leader must have the skills to solve conflict in a manner that strengthens relationships to build a team. This session provides resources that move beyond conflict resolution to identify development opportunities that grow out of conflict situations.

Outline

- Define the role and focus of mediating leadership
- Develop personal strategies to practice mediating leadership
- Assess your personal conflict resolution style
- Clarify the dynamic of interpersonal conflict
- Learn a team conflict resolution process
- Identify development opportunities for team members
- Write a personal development plan
- Be aware of the how turbulence affects you
- Gain leadership credibility through accountability
- Ensure movement out of the turbulence phase

Objectives

- Mediating leadership will connect to the Turbulence Phase of Teamwork
- Develop personal strategies to practice mediating leadership
- Resolve conflict on your team
- Create development opportunities for team members out of their challenges which become evident in the turbulence.
- Prepare team leaders for how they will grow in the turbulence phase
- Build trust as you lead the team through turbulence
- Move out of turbulence by identifying and addressing sticking points

Leading Teams

Session VII: Buy-In Phase

Description: Arriving at the phase of teamwork where the members have bought into being a team, as well as the organization's mission and vision is a critical accomplishment. This session prepares team leaders to build upon the significance of team member buy-in.

Outline

- Acquire the indicators that provide the evidence of team member buy-in
- Clarify each team member's self understanding
- Identify what each team member uniquely contributes to the team
- Understand your team's uniqueness based on its diversity
- Create synergy by leveraging the diversity of the team
- Differentiate between delegation and empowerment
- Balance empowerment and accountability
- Align team members with the organization to a personal level

Objectives

- Identification of the Buy-in Phase
- Leverage diversity in the team through greater understanding of team members
- Build on team strengths while minimizing the impact of weaknesses
- Move beyond delegation to empowerment
- Balance empowerment and accountability
- Strengthen the connection of team members to the organization

Leading Teams

Session VIII: Facilitating Leadership

Description: The facilitating team leader appreciates the accomplishments of the team in the Buy-in phase, but recognizes there is greater potential in the Ownership Phase. Session seven prepares the leader to remove barriers that will keep the team from achieving its highest potential.

Outline

- Define the role and focus of facilitating leadership
- Develop personal strategies to practice facilitating leadership
- Clarify the team leader's role in planning
- Ensure organizational goals are aligned to a personal level
- Acquire a team strategic planning model
- Differentiate strategic and performance measurements
- Practice accountability through service
- Facilitate movement to the Ownership Phase

Objectives

- Facilitating leadership will connect to the Buy-in Phase of teamwork
- Develop personal strategies to practice facilitating leadership
- Lead your team to plan strategically
- Strengthen the alignment of your team with the organization
- Use strategic and performance measurements to measure team success
- Hold team members accountable
- Move out of the Buy-in phase by identifying and addressing sticking points

Leading Teams

Session IX: Ownership Phase

Description: The team and leader experience true empowerment in the Ownership phase. Teams achieve this phase as a result of team members internalizing the boundaries that the organization has set.

Outline

- Define the characteristics of the Ownership Phase
- Move beyond alignment to internalization
- Make the connections that occur through internalization
- Increase performance and productivity through empowerment
- Understand the difference between improvement, innovation, and adaptation
- Lead change effectively
- Clarify the difference between ownership and groupthink

Objectives

- Recognize the Ownership Phase of teamwork
- Lead team members to internalize organizational boundaries
- Strengthen the connection between the organization, the team, and team members
- Achieve highest levels of performance and productivity
- Improve, innovate, or adapt as appropriate to the circumstance
- Achieve change
- Maintain the value of the diversity of the team

Leading Teams

Session X: Collaborating Leadership

Description: Collaborating leaders have arrived at a place of contribution beyond leadership. The ownership employees have in the team and organization minimize supervisory requirements, freeing the leader to contribute additional time and energy to the work of the team.

Outline

- Define the role and focus of collaborating leadership
- Develop personal strategies to practice collaborating leadership
- Clarify how you contribute to the team beyond leadership
- Ensure you fulfill the two roles of the team leader
- Navigate the team phase dynamic

Objectives

- Collaborating leadership will connect to the Ownership Phase of Teamwork
- Develop personal strategies to practice collaborating leadership
- Increase team performance by contributing beyond your leadership
- Fulfill both team leader roles
- Demonstrate the ability to identify your team's phase of teamwork and the leadership style it requires

Leading Organizations

Outlines and Objectives

Organizational leaders accept the responsibility of setting direction and empowering employees to fulfill their mission. "Leading Organizations" combines workshop and experience to develop the skills needed for success. The training is designed for anyone responsible for organizational leadership. The ten one day sessions are structured to ensure each individual gains skills in the following areas.

Ten Sessions include:

- ❖ **Foundation**
- ❖ **Systems**
- ❖ **Context**
- ❖ **Future**
- ❖ **Change**
- ❖ **Strategy**
- ❖ **Structure**
- ❖ **Culture**
- ❖ **People**
- ❖ **Performance**

Who will benefit from this program?

- **Executives who want to create an organization that is strategic and adaptable**
- **Senior Leaders who want to influence the performance of the organization**
- **Middle managers who desire to increase influence in the organization**

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Leading Organizations

Session I: Foundation

Description: Leading an organization requires a significant investment of yourself. A key organizational success factor is the quality of leadership practice at all levels. Organizational leaders intentionally invest the kind of leadership that empowers people to achieve results. This session connects leadership and organizational success. It merges leading self, leading a team, and leading the organization to establish a coherent leadership practice in your organization.

Outline

- Develop a working definition of leadership
- Make the connection between leading yourself, leading a team, and leading an organization
- Identify different styles of leadership to evaluate leadership in your organization.
- Consider why people follow – and why they stop following
- Clarify the attributes and responsibilities of a leader
- Assess personal organizational leadership strengths and weaknesses
- Connect leadership and performance

Objectives:

- Practice consistent leadership
- Identify the greatest leadership challenges in your organization
- Utilize power and authority to develop a purposeful organization
- Make your organizational mission, vision, and values central to its function
- Evaluate the current leadership styles in your organization
- Intentionally engage followers
- Assess your leadership attributes
- Accept leadership responsibilities
- Bring intentionality to leading self, team, and organization
- Establish a leadership culture that builds teams
- Develop a plan for personal leadership growth

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Leading Organizations

Session II: Systems

Description: Organizations are dynamic and complex requiring leaders with a systems perspective. This approach ensures that a leader has the big picture view of his or her organization. The capacity for systems thinking greatly enhances a leader's potential for success in times of stability or change. This session prepares leaders to influence organizational systems to achieve their mission.

Outline

- Clarify your assumptions and beliefs about organizations
- Make the right assumptions about the complex, adaptive nature of your organization
- Lay a foundation of systems thinking
- Consider your organization as a whole
- Connect mission, vision, and core values to the organizational system
- Utilize teamwork to ensure a high performance organization

Objectives

- Use the right assumptions about your organization
- Consider the impact of your decisions on the organization as a whole
- Practice systems thinking
- Use the mission, vision, and values of the organization as you lead
- Deploy teams effectively to ensure the coherence of the organization

Leading Organizations

Session III: Context

Description: Every organization interacts with its environment to achieve its goals. The performance of the organization is directly related to its ability to understand that environment. Organizational leaders must be attuned to the context of the organization they lead. This session provides tools that leaders need to evaluate and understand the environment that surrounds their organization.

Outline

- Clarify how three contextual levels influence your organization
- Define the context of your organization
- Explore the relationship between your organization and its environment
- Identify your organizational boundaries
- Consider the interaction between your organization as a system and its environment
- Determine if your context is stable, uncertain, or complex
- Analyze the environment of your organization

Objectives

- Differentiate the levels of context for your organization
- Understand that which is outside your organization and influencing it
- Leverage the interaction between your organization and its environment
- Gain advantage as you apply systems principles to your context
- Determine the need for change based on your environment
- Use an analysis of your environment to improve organizational performance

Leading Organizations

Session IV: Future

Description: The uncertainty of future events makes leading an organization challenging. While no one can perfectly predict the future, organizational leaders have the responsibility to anticipate both future opportunities and threats and prepare the organization appropriately. It is possible to anticipate future opportunities and move beyond day to day reactions. The result is being intentional and proactive about the future. This session challenges participants to climb higher and see farther into the future for the organizations they lead.

Outline

- Consider the five variables that influence future trends
- Identify your framework for evaluating the future
- Define the future of your organization
- Consider how change may impact your organization
- Assess your organizations preparedness for the future
- Anticipate changes the future presents to your organization
- Consider your role in preparing your organization for the future

Objectives

- Use the five variables that determine the future of your organization
- Utilize the appropriate framework to prepare for the future
- Differentiate vision, long term goals, and short term goals
- Know the present condition of your organization
- Define the anticipated changes your organization will face
- Proactively prepare for the future
- Commit to prepare your organization for the future

Leading Organizations

Session V: Change

Description: Change in organizations has become the norm. Leading change has become the requirement. Guiding organizations through change effectively is one of the greatest challenges most leaders face. This session provides leaders with the understanding, skills, and tools required to lead change effectively.

Outline

- Understand the implications of change in your organization
- Learn three change models
- Apply the change models to organizational realities
- Determine the change model that fits your organization
- Define the process that will support your organization with the appropriate change model

Objectives

- Enter the change process with realistic expectations
- Apply the three change models appropriately
- Make the connection between your organization and the model of change it requires
- Set realistic expectations for change in your organization.
- Answer the critical concerns that arise during change
- Prepare to lead your organization through an effective change process

Leading Organizations

Session VI: Strategy

Description: The capacity to overcome internal and external barriers to organizational success requires effective strategy. Organizational leaders face the challenge of ensuring that strategic plans align the organization. This session prepares leadership to ensure that strategy influences decisions and actions at all levels of the organization.

Outline

- Clarify the two levels of strategy
- Identify and clarify the strategy that fits your context
- Consider your contextual strategy's long term potential
- Evaluate your approach to strategic planning
- Learn a coherent strategic planning process
- Utilize the strategic planning process to align the organization

Objectives

- Design a strategy that fits your context
- Build organizational capacity through strategy
- Commit to leading your organization strategically
- Practice a strategic planning process that ensures organizational success
- Align your organization through strategic planning

Leading Organizations

Session VII: Structure

Description: The structure of an organization should function to ensure fulfillment of its mission. There are many variations a leader can adopt in designing an effective structure. Leaders must be aware of the interaction of formal and informal structures. This session explores the formal and informal structures in organizations to ensure development of an organization that leverages the strengths of both.

Outline

- Clarify the basic functions of formal and informal organizational structure
- Identify what makes an organizational structure effective
- Think through the factors that complicate organizations
- Make the connection between structure and decision making
- Understand structure from a “wholes” perspective
- Consider how structure influences how work is accomplished
- Connect structure and organizational learning
- Learn to identify organizational limits before they occur

Objectives

- Evaluate the current structure of your organization
- Address the complications created by the current structure
- Design an organization that balances empowerment and accountability
- Increase performance through the interaction of the formal and informal structure
- Improve outcomes as you develop a learning organization
- Anticipate and remove limits that are inherent in the design and function of your organization

Leading Organizations

Session VIII: Culture

Description: Culture influences every interaction in an organization. The understanding of how to develop and influence a healthy organizational culture is central to effective leadership. The capacity for adaptivity and innovation to maintain competitive advantage in turbulent times is impacted by the culture of an organization. This session explores the connection between leadership and organizational culture, including the process of moving from the current culture to a preferred culture.

Outline

- Understand organizational culture
- Clarify the interaction of culture and structure in an organization
- Consider the responsibility of organizational leadership in managing and developing culture
- Learn how organizational culture develops
- Assess your organization's culture
- Describe the culture of your organization
- Define the preferred culture for your organization
- Make the connection between organizational culture and change

Objectives

- Leverage the power of culture in your organization
- Ensure your organization's culture is supporting corporate goals
- Utilize your understanding of organizational culture to increase your influence
- Adjust the culture of your organization to optimize learning
- Be aware of the potential reaction to organizational changes
- Accept your responsibility to develop and manage organizational culture

Leading Organizations

Session IX: People

Description: At some level, organizations connect people who come together to accomplish a mission. Organizational life can be a significant challenge for people, or it can be an opportunity for significant contribution that adds meaning to life. Much of the experience a person has in an organization is related to the decisions and actions of leaders at the organizational level. This session challenges leaders to develop an organization that supports, develops, and challenges people to reach their potential.

Outline

- Consider what it means to be a person in your organization
- Clarify the relationship between corporate identity and individual identity
- Learn how order develops as people come together
- See the importance of building team to support performance
- Determine how to influence behavior in your organization
- Provide an organization where people can both be and do

Objectives

- Recognize your beliefs about people in organizations
- Balance the needs of the individual with the requirements of the organization
- Create social order that supports performance
- Make the connection between team and organization
- Lead in a way that people desire to be a part of your organization

Leading Organizations

Session X: Performance

Description: Every organization is concerned with performance, yet many fail to achieve their performance potential. Previous sessions have guided participants through the concepts, practices, and skills that support high performance. This session prepares organizational leaders to ensure the systems, processes, and projects in their organization have defined performance objectives that support individual, team, and corporate success.

Outline

- Consider your organization's approach to performance
- Determine the difference between performance and strategic measurements
- Review how your key outcomes and support outcomes equal organizational performance
- Connect systems thinking to organizational systems and processes
- See the difference between improvement, innovation, and adaptation
- Clarify the three learning loops in an organization
- Learn when to address problems from a system, process, or project perspective

Objectives

- Evaluate your leadership based on organizational performance
- Clearly define your key and support measurements at the organizational level
- Adopt the appropriate approach to performance improvement from the organizational level
- Develop a learning context for your organization
- Define and address performance challenges from the appropriate perspective

Courses for Executives, Senior Leadership, and Middle Management

The courses in this section of the catalogue are designed for those who lead at the organizational level. These leaders are required to influence people with whom they have no direct supervisory contact. They are leaders of leaders.

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Foundation for Leading Organizations

Description: Leading an organization requires a significant investment of yourself. A key organizational success factor is the quality of leadership practice at all levels. Organizational leaders intentionally invest the kind of leadership that empowers people to achieve results. This session connects leadership and organizational success. It merges leading self, leading a team, and leading the organization to establish a coherent leadership practice in your organization. An overview of key components of organizational leadership provides a big picture view of developing an organization for performance.

Outline

- Develop a working definition of organizational leadership
- Make the connection between leading yourself, leading a team, and leading an organization
- Identify different styles of leadership to evaluate leadership in your organization.
- Consider why people follow – and why they stop following
- Clarify the 5 Capacities of Organizational Leadership
- Define and apply the key components of organizational leadership
- Connect leadership and performance

Objectives:

- Practice the 5 capacities of organizational leadership
- Identify the greatest leadership challenges in your organization
- Utilize power and authority to develop a purposeful organization
- Make your organizational mission, vision, and values central to its function
- Evaluate the current leadership styles in your organization
- Develop a coherent organization focused on achieving results

Leadership and Organizational Culture

Description: Culture influences every interaction in your organization. The understanding of how to develop a healthy organizational culture is central to effective leadership. The capacity for adaptivity and innovation to maintain competitive advantage in turbulent times is impacted by the culture of an organization. This course explores the connection between leadership and organizational culture. Participants will understand how organizational culture develops and evaluate the culture of their organization. A process of moving from the current culture to a preferred culture will be provided for participants to apply to their organizations.

Outline:

- Examine the impact of culture on an organization
- Clarify how organizational culture develops
- Evaluate the culture of your organization
- Make the connection between leadership and organizational culture
- Learn how leadership can change the culture of an organization
- Identify the strengths and weaknesses of your organization's culture
- Define the preferred culture for your organization
- Increase leadership effectiveness through you organization's culture

Objectives:

- Define and describe your organization's culture
- Identify the impact of your organization's culture on performance
- Practice leadership that leverages the strength of your organization's culture
- Intentionally address negative attributes of the organizational culture
- Change your organization by changing its culture
- Lead your organization to the culture that ensures high performance

Leading Organizational Change

Description: Change in organizations has become the norm. Leading change has become the requirement. Guiding organizations through change effectively is one of the greatest challenges most leaders face. This session provides leaders with the understanding, skills, and tools required to lead change effectively. It turns insight into your organization into a change model and process that supports your company, ensuring long term viability.

Outline

- Understand the implications of change in your organization
- Learn three change models
- Apply the change models to organizational realities
- Determine the change model that fits your organization
- Define the process that will support your organization with the appropriate change model

Objectives

- Enter the change process with realistic expectations
- Apply the three change models appropriately
- Make the connection between your organization and the model of change it requires
- Set realistic expectations for change in your organization.
- Answer the critical concerns that arise during change
- Prepare to lead your organization through an effective change process

Leadership and Strategy

Description: The capacity to overcome internal and external barriers to organizational success requires effective strategy. Organizational leaders face the challenge of ensuring that strategic plans align the organization. This session prepares leadership to ensure that strategy influences decisions and actions at all levels of the organization.

Outline

- Clarify the two levels of strategy
- Identify and clarify the strategy that fits your context
- Consider your contextual strategy's long term potential
- Evaluate your approach to strategic planning
- Learn a coherent strategic planning process
- Utilize the strategic planning process to align the organization

Objectives

- Design a strategy that fits your context
- Build organizational capacity through strategy
- Commit to leading your organization strategically
- Practice a strategic planning process that ensures organizational success
- Align your organization through strategic planning

Courses for Leaders and Managers

The courses in this section of the catalogue are designed for those who lead at the work group level. These leaders are required to influence people through direct supervision. They are leaders of employees.

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Foundation for Team Leadership

Description: The ability of a group of diverse people to come together and achieve significant results is directly impacted by the leadership capacity of the team leader. This course develops foundational skills in team leaders that will significantly increase the effectiveness of the team. Participants will be provided a framework to assess the team and keep it moving to higher levels of productivity. You will understand the connection between your leadership and the level of teamwork achieved. You will increase your skills and lower your frustrations as a team leader when you apply the learning in this course.

Outline:

- Understand the difference between a team, committee, and program
- Establish shared definitions of team
- Clarify how team leadership differs from conventional management
- Understand the basic concept of team leadership
- Determine how to align your team within the organization
- Learn how to identify your team's level of teamwork and move it to the next level
- Understand the style of leadership required for the different levels of teamwork
- Assess your preferred leadership style
- Recognize the personal dynamic of team leadership
- Learn to adopt the style of leadership that fits the level of your team

Objectives:

- Apply the concept and function of teams
- Increase the capacity of the team through effective team leadership
- Build a team that engages and utilizes the diversity of team members
- Learn your preferred leadership style and how to adapt to the team's leadership requirements
- Move team members from individual agendas to ownership
- Lead a team to high levels of productivity
- Empower your team to innovate
- Align the team with organizational goals

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Strategic Planning

Description: This course prepares leaders and managers in companies that provide corporate goals to align his or her team in the organization. The focus is on leading your team to set goals that ensure organizational success. Tools are provided that ensure the right strategy is measured by a key goal and supported by appropriate actions and tactics. The result is a plan that is aligned organizationally, strategic in nature, and can be used for individual goal setting.

Outline

- Acquire a team strategic planning model
- Clarify the team leader's role in planning
- Differentiate strategic and performance measurements
- Develop effective strategies
- Connect team goals to corporate goals
- Ensure organizational goals are aligned to a personal level

Objectives

- Lead your team to plan strategically
- Strengthen the alignment of your team with the organization
- Use strategic and performance measurements to measure team success
- Operate strategically
- Measure success
- Leverage team strengths
- Hold team members accountable

Navigating the Balance Between Empowerment and Accountability

Description: Many managers find the practice of holding employees accountable difficult. At the same time, they resist empowering those employees to make decisions and take action limiting performance. There is a connection between the ability to hold an employee accountable and the willingness to empower that employee for performance and goal achievement. This course equips participants with knowledge and tools that make accountability a positive experience for both the manager and employee.

Outline

- Consider the difference between delegation, empowerment, and accountability
- Make the connection between your credibility and their accountability
- Assess your practices in balancing empowerment and accountability
- Learn to apply the five approaches to accountability
- Develop skills that are needed to hold employees accountable
- Determine when employees are willing to be accountable
- Recognize the link between valuing and empowering an employee
- Develop win-win accountability and empowerment scenarios
- Be willing to address low performers

Objectives

- Practice both accountability and empowerment
- Build credibility that supports accountability and empowerment
- Utilize the five approaches to accountability with intentionality
- Make the connection between your management practices and employee performance
- Achieve goals and high performance by developing win-win scenarios for employees
- Address issues of consistent low performance

Discovering the Win!

Collaborative Decision Making

Description: Many leaders and managers create a competitive, win-lose decision making environment. This results in the one who can most effectively convince others that he or she is right determining the solutions to many problems. Alternatively, other leaders and managers practice compromise. This provides piecemeal outcomes that leave those participating in the decision making process strangely satisfied and dissatisfied. Collaboration focuses on the best outcome. When the approach shifts from “how to win” to “how to best solve the problem” collaboration occurs. This course directs leaders and managers through the process of becoming collaborative, resulting in the capacity to discover the win for the individual, team, and organization when decisions are made.

Outline:

- Evaluate collaboration as a decision making model
- Clarify the power of collaboration
- Identify the values that support collaboration
- Understand your personal approach to collaboration
- Define the environment that supports collaboration
- Overcome defensive routines
- Make the connection between time, interaction, and process
- Learn skills that promote collaboration

Objectives:

- Lead your team to collaborate
- Practice collaborative decision making
- Discover innovative solutions to challenges
- Adopt the values that support collaboration
- Personally commit to collaborate with your team
- Create a climate of collaboration
- Invest in discovering the best outcome
- Utilize processes and skills that lead to collaboration
- Make better decisions

Beyond Conflict: Collaborating for Success

Description: The ability to accept conflict as a normal and healthy part of teamwork eludes many workgroups desiring to become a team. Many work groups experience the negative effects of conflict avoidance because of a supervisor who does not address interpersonal differences. This course provides team leaders and managers with the understanding, tools, and skills needed to navigate conflict and use it to strengthen the team's effectiveness.

Outline:

- Accept the leader's responsibility to resolve conflict
- Assess your preferred approach to conflict
- Learn the five responses to conflict
- See the dynamic of conflict
- Clarify the result of unhealthy approaches to conflict
- Evaluate and classify types of conflict
- Get the steps to conflict resolution
- Consider how leadership creates unnecessary conflict on your team

Objectives:

- Be aware of your natural tendencies in conflict
- Choose the right response to conflict situations
- Resolve conflict in your team
- Teach team members to resolve conflict
- Evaluate the potential of a conflict to derail your team
- Classify the type of conflict accurately
- Use the conflict resolution process
- Relate intentionally in a way that minimizes conflict

The Power of Personality In Teamwork

Description: Individual personalities impact every action and interaction that occurs on a team. As a leader you recognize that individuals on your team possess distinct personalities that influence behavior, and create a team dynamic. Many teams experience success as a result of this dynamic, while other teams consist of members who struggle to understand one another. This course utilizes the Team Style™ Profile to create a high impact learning event. Participants will combine individual profiles and the team profile to work together more effectively. As a team leader, you will understand the personalities of your team members. You will also help your team members understand and appreciate the value of all personalities in your work group.

Course Outline:

- Understand the influence of personality on your team
- Assess your personality style with the Personal Style Indicator
- Validate the behavioral characteristics of your style
- Lead your team to appreciate different personality styles
- Profile your team with the Team Style™ Profile
- Use the team profile to identify your team's strengths and weaknesses

Objectives:

- Acknowledge each participant's personal style as valuable
- Direct your team to appreciate the personalities in your team
- Identify collective and individual strength to support team success
- Improve team experience based on personal behaviors
- Bring intention to effective teamwork by combining individual strengths
- Create healthy relational connections that support successful teamwork

Courses for Employees

The courses in this section of the catalogue are designed for employees. Managers and leaders may also benefit as they are also in the position of contributing to the team of their supervisor.

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Being a Team Player

Description: Participating on a high energy, productive team motivates employees. This course empowers team members to actively contribute to the development of their team. Participants will gain practical understanding of what a team is and how it functions. You will learn what makes a team different than other approaches to working together. As a participant you will apply your understanding of what you and other team members bring to the team to ensure personal and collective success. This course will take the concept of being a team player to a new level.

Outline:

- Establish shared definition of teams
- Learn how teams develop
- Understand your team leader's role
- Clarify your responsibility as a team member
- Realize what you bring to the team
- Determine how you contribute to the team
- Evaluate the power of diversity in your team
- Align yourself with the organization
- Live in the balance of empowerment and accountability

Objectives:

- Work effectively within the context of a team
- Cooperate with your team leader to increase productivity and effectiveness
- Contribute to the team out of your strengths
- Appreciate the power of synergy that grows out of diversity
- Connect your goals with those of your team and organization
- Make decisions that support the success of your team and organization.

Discovering the Win!

Collaborative Decision Making

Description: Many decisions are made in a competitive, win-lose environment. This results in the one who can most effectively convince others that he or she is right determining the solutions to many problems. Alternatively, others practice compromise. This provides piecemeal outcomes that leave those participating in the decision making process strangely satisfied and dissatisfied. Collaboration focuses on the best outcome. When the approach shifts from “how to win” to “how to best solve the problem” collaboration occurs. This course directs participants through the process of becoming collaborative, resulting in the capacity to discover the win for the individual, team, and organization when decisions are made.

Outline:

- Evaluate collaboration as a decision making model
- Clarify the power of collaboration
- Identify the values that support collaboration
- Understand your personal approach to collaboration
- Define the environment that supports collaboration
- Overcome defensive routines
- Make the connection between time, interaction, and process
- Learn skills that promote collaboration

Objectives:

- Practice collaborative decision making
- Discover innovative solutions to challenges
- Adopt the values that support collaboration
- Personally commit to collaborate with your team
- Create a climate of collaboration
- Invest in discovering the best outcome
- Utilize processes and skills that lead to collaboration
- Make better decisions

Beyond Conflict: Collaborating for Success

Description: The ability to accept conflict as a normal and healthy part of teamwork eludes many workgroups desiring to become a team. This course provides team members with the understanding, tools, and skills needed to navigate conflict and use it to strengthen the team's effectiveness.

Outline:

- Assess your preferred approach to conflict
- Learn the five responses to conflict
- See the dynamic of conflict
- Clarify the result of unhealthy approaches to conflict
- Evaluate and classify types of conflict
- Get the steps to conflict resolution
- Consider how leadership creates unnecessary conflict on your team

Objectives:

- Be aware of your natural tendencies in conflict
- Choose the right response to conflict situations
- Evaluate the potential of a conflict to derail your team
- Classify the type of conflict accurately
- Use the conflict resolution process
- Relate intentionally in a way that minimizes conflict

The Power of Personality In Teamwork

Description: Individual personalities impact every action and interaction that occurs on a team. The individuals on your team each possess distinct personalities that influence behavior, and create a team dynamic. Many teams experience success as a result of this dynamic, while other teams consist of members who struggle to understand one another. This course combines the Team Style™ Profile with experiential training to create a high impact learning event. Participants will combine individual profiles and the team profile to work together more effectively. They will apply this learning immediately as they participate in the Challenge Course initiatives.

Course Outline:

- Understand the influence of personality on your team
- Assess your personality style with the Personal Style Indicator
- Validate the behavioral characteristics of your style
- Learn to appreciate different personality styles
- Profile your team with the Team Style™ Profile
- Use the team profile to identify your team's strengths and weaknesses

Objectives:

- Acknowledge each participant's personal style as valuable
- Appreciate the diversity of personality in the team
- Identify collective and individual strength to support team success
- Clarify previous team experience based on personal behaviors
- Bring intention to effective teamwork by combining individual strengths
- Create healthy relational connections that support successful teamwork

Courses for Personal Leadership

The courses in this section of the catalogue are designed for individuals at any level of a company. They will benefit both personally and professionally as individual effectiveness is improved.

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Living your Personal Mission

Description: Clarifying personal mission is a foundation that has importance in all of life's decisions. Living out of mission allows participants to bring intentionality to both major and minor decisions. The result is the capacity to invest your life in the manner you desire regardless of where you are or what you are doing. This course leads participants through the process of writing a personal mission statement. Participants can then make the connection between personal mission and organizational mission.

Outline

- Clarify the value of personal mission
- Consider the impact of living out of personal mission
- See the difference between a human doing and a human being
- Consider the legacy you will leave
- Envision the impact that you desire to have on others
- Clarify your mission
- Capture what is most important to you in a personal mission statement

Objectives

- Accept the importance of living out of personal mission
- Lay a foundation that allows you to make the difference you want to make
- Practice being before doing
- Consider the effect you are having on others
- Determine to live out your personal mission
- Connect your personal mission to your organization's mission
- Lead yourself to complete a personal mission statement

Managing and Balancing Your Life

Description: As Individuals we face many pressures in day to day living that pull us in many directions. While most of us focus on managing time to deal with all that is pulling at us we seldom think about how to bring true management and balance to our lives. We attempt to manage time, but the reality is that we all have the same amount of time. Life management is the capacity to understand all of the demands of your life and approach each in consideration of your personal priorities. Life balance is the ability to take responsibility for your self in a way that ensures you fulfill your responsibilities to others. Participants in this course will practice a decision making process that directs them in when to say “yes” and when to say “no,” as well as live with balance in a manner that ensures a healthy approach to life.

Outline

- Understand the difference between life management and balance
- Clarify the roles you play in life
- Identify that which impacts your personal priorities
- Learn the key to achieving your priorities
- Get an effective approach to build your to do list
- Deal with the unexpected without losing focus
- See the impact of living life out of balance
- Learn the five areas of life balance
- Assess your life balance to plan steps to achieve balance

Objectives

- Become intentional in how you use time
- Operate out of priorities
- Overcome distractions that misdirect you
- Use practical life management tools
- Commit to practice life balance
- Determine the impact of your current approach to balance
- Become aware of the five areas of life balance
- Determine your personal place of life balance
- Initiate practices that bring your life into balance

The Power of Personality in Life

Description: Personality influences every action and interaction in life. While many people have taken personality assessments, they have not explored the impact of their personality on their ability to lead, and work at their highest level of effectiveness. This course provides an in depth review of each participants personality utilizing the Inscape Publishing DiSC® Profile. It lays the foundation for building on the strengths of each profile to ensure effective interactions. It also identifies areas of weakness that will undermine personal success.

Outline

- Clarify the value of understanding your personality
- Understand the strengths and weaknesses of your personality
- Identify motivating factors inherent in your personality
- Learn how others experience you in relationships
- Consider how your personality influences your communication
- See your behavioral approach to your role
- Compare your practice of your role in the organization with your personality style

Objectives

- Reduce stress by accepting your personality and living effectively out of it
- Lead your self out of the strengths of your personality
- Build upon the strengths of your personality while ensuring the weaknesses do not undermine you
- Use your understanding of your personality to improve your motivation
- Consider the experience of others when they interact with you
- Communicate with intentional effectiveness
- Fulfill your role in the organization out of your strengths
- Ensure a fit between your personality and how you approach your work