

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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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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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

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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

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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

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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

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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

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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

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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

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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

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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