

## Leadership Awareness Program: The Challenge, Design and Outcomes

The Challenge: The client, a large federal agency engaged in scientific research, requested assistance in addressing three critical leadership competencies for mid-level executives. The focus of the program was on enhancing leadership awareness and performance in: Business Acumen, Personal Effectiveness, and Managing People and Organizations.

The Design: This Leadership Awareness Program consists of four phases. Each phase is prefaced with pre-session assignments and concludes with on-the-job application projects. Individual training, assessments, and coaching are also provided for each mid-level leader/participant.

The program provides for a robust learning experience grounded in a number of developmental strategies designed to promote self-directed learning, provide rich developmental experiences, maximize the opportunity for experiential learning, and enhance self-awareness. The components consist of:

- Executive Coaching: To sustain the skills and knowledge, each primary participant will be matched with an executive coach. The purpose of the coaching is to clarify professional and personal challenges, identify need improvements, and reinforce learning gained throughout the developmental program.
- Classroom Work: The four sessions are taught by an instructor team consisting of a Take Charge instructor and an executive sponsor from the client organization. The following is a sampling of the content in the first session:

The Self Aware Leader - three days

The session is designed to enable participants to:

- Measure your degree of personal effectiveness in each of the key competencies contributing to leadership excellence and identify actions to enhance personal effectiveness.
- Learn how your ability to understand emotional reactions (your own and others) and to react appropriately, impacts the quality of your leadership, your performance, your relationships, and your general health.
- Develop a noble purpose and identify the leadership virtues that will support attainment of your purpose.
- Conduct a root cause analysis of your behaviors in order to understand self, choices, and personal impact on others.

Tools and strategies provided include the following:

- Emotional intelligence assessment tool
- 540 Feedback
- Development of a noble leadership purpose
- Assessment and identification of individual values
- Personal transformation model

Pre-session Assignments:

Samples:

- Complete the Leadership Spectrum Profile
- Read Deep Change: Discovering the Leader Within
- Describe a real on-the-job organizational change you are leading using the Real Case template

On-The-Job Applications:

Samples:

- Outline an on-the-job organizational change you are leading using the Real Case template
- Design and implement an organization-wide improvement project.

At the conclusion of the program, participants will:

- Consciously use a mindful approach to produce or deter behaviors designed to achieve the desired results.
- Analyze how day-to-day choices impact their accomplishments and interactions with others.
- Reflect on their use of power and style during interactions with others.
- Identify steps to initiate changes to improve effectiveness.
- Constructively address interpersonal dynamics in the workplace and build trust.
- Build open relationships which create trust and respect and establish two-way communication as the norm.
- Give effective, positive, and corrective feedback.
- Work difficult issues in a healthy and direct fashion.

Outcomes, Impacts, and Results

Several impact and evaluation strategies are planned as this initiative rolls out in late 2010. Check back in for a summary of impacts and results.