

## Learning Wisdom: Leadership Development

**Leadership is about behavior—your behavior.** Leadership is about what you do or don't do; it's about what you say or don't say. It's about who you are. As a leader, **you are the visible standard of leadership behavior** in your organization. Every word and action is amplified, and often distorted. The people who work with you, and for you, will be helped or hindered, energized or demotivated, by how you lead.

Too often, we make leadership bigger than us...beyond us. We make it about changing the world or running a Fortune 500 company. In the process, we neglect the “everyday leadership” that all companies so desperately need. We neglect our potential and give everyone else a pass, too.

### Program Overview

Learning Wisdom Leadership Development (LWLD) has, as its core focus, the personal, interpersonal, and managerial behaviors that all organizations—and all people—must demonstrate in order to be successful leaders. **LWLD is about leading change—big change, and everyday change.**

During this developmental learning series, participants discover a deeper awareness of themselves and their unique leadership strengths. Assessments, readings, videos, case studies, management and leadership frameworks, group discussions, interactive exercises, short lectures, and one-on-one feedback give students new insight into how to build the skills and behaviors required for personal and organizational achievement.

The recommended post-course coaching and agreed-upon change efforts reinforce what was developed during the course sessions—so learning is retained, efforts are continued, and return on investment is sustained.

## Knowing What To STOP

Peter Drucker, the famous leadership consultant, researcher, and author, once said:

**We don't spend enough time teaching leaders what to stop. Half the leaders I have met don't need to learn what to do. They need to learn what to stop.**

We spend a great deal of time and effort during LWLD on identifying the things leaders need to stop doing. We then work with students on ways to keep those old behaviors from creeping back in and derailing their leadership effectiveness.

Change is inevitable, and that means first going through the work of examining personal attitudes, beliefs, and behaviors. We can change organizations only when we have consciously pursued change within ourselves, and come to understand and experience the forces that trigger resistance and reluctance to change.

## Credibility and Trust: The Foundation of Leadership Effectiveness

If I **believe you**, if I **believe in you**, then I will trust you. If they don't believe the messenger, they won't believe the message. Leader credibility and trust depend on three critical behaviors:

- **Having the knowledge and skill** that demonstrates they're competent—that they've mastered their game. At the same time, leaders must express an attitude that shows they're still willing to learn—that they don't have all of the answers all of the time. Mastery isn't about being perfect; it's a commitment to progress.
- **Staying true to their word.** People trust leaders when their words and deeds match—when they “walk their talk.”
- **Being enthusiastic—passionate**—about what they're doing, and demonstrating commitment to the vision and mission of the organization.

When all three factors are present, then the leaders can be said to possess “integrity.” People are then much more likely to be committed to the leader, and loyal to the organization. Once people are loyal, then we can count on them to voluntarily support the leader and the organization—not because they have to, but because they want to. “Carrot and stick” management is relegated to the past, where it belongs.

If any one of these credibility factors is missing, leaders will be severely compromised in their integrity, and in their effectiveness. The organization and its people will flounder around, trying one thing after another in a futile attempt to succeed where the leader has failed.



## Leadership Competencies Developed

The Learning Wisdom Leadership Development curriculum is designed to allow students to:

- Develop greater awareness of their strengths, opportunities, values, beliefs, personality, behavioral style, leadership point of view, and more.
- Generate insights into individual and group dynamics, performance improvement, communication, and success.
- Practice new techniques and apply new leadership and management behaviors.
- Commit to courses of action that fundamentally change the way they lead and manage.

As students progress through LWLD they:

- Enhance personal accountability
- Reduce and then stop the negative behaviors that destroy leadership effectiveness
- Gain customer trust
- Foster inclusion and diversity
- Support emotional and social intelligence
- Break down generational issues
- Improve their self-motivation
- Engage and develop leadership behavior in others
- Decrease conflict and increase collaboration
- Cultivate high-performance teams
- Strengthen their coaching, counseling, and mentoring abilities
- Create confidence in their ability to achieve goals and sustain high performance
- Strengthen change efforts and overcome resistance to change
- Demonstrate influence, persuasion, and negotiation skills
- Improve critical thinking, problem-solving, and decision-making
- Deepen a strategic approach to the business, including vision and mission analysis
- Increase oral and written communication abilities, and sharpen listening skills
- Build a heightened awareness of the personal values and beliefs that influence leadership behaviors and outcomes
- Gain increased comfort with performance management, counseling, and discipline
- Build a unique leadership perspective—a leadership point of view

Leadership—real, everyday leadership—isn't complicated, but it does take a willingness and a commitment to change. It takes a commitment to practice new learning and new behaviors so that leaders don't fall back into the same, familiar routine. The old phrase, "Ya gotta wanna," means that leaders must want to do the sometimes-difficult work necessary to produce the results they desire. Learning Wisdom expedites these efforts, provides support on the journey of discovery and behavior change, lends a hand when difficulties arise, and is there for the long-term.

## Aspiring Leaders: The Journey of Personal and Professional Leadership

### Description

This **two-day** introductory leadership course is designed for aspiring or new leaders who want to grow their potential, assess current skills, get on the fast track, and achieve success.

Major course components include basic leadership theory and competencies, a leadership self-assessment, and a leadership development plan

Course book included, along with a behavioral style assessment and debriefing, a leadership assessment profile and debriefing, and a recommended reading list.

### Course Outcomes

- An understanding of types of leaders and leadership
- An overview of leadership behaviors required for 21<sup>st</sup> century organizations
- A leadership style assessment
- An understanding of and benefits of mentoring
- An introductory block on self-empowerment, empowerment within an organization, and the role of the aspiring leader in the empowerment process
- An overview of emotional and social intelligence, and their contribution to leadership success
- A primer on essential oral and written communication, conflict resolution, negotiation, and dialogue skills
- Recognize organizational requirements for both personal and organizational leadership success
- Defining leadership competencies and behaviors
- Distinguishing the difference between leadership and management
- An individualized leadership development plan

The Aspiring Leaders course can be provided as a stand-alone offering, or as part of the larger Learning Wisdom Leadership Development curriculum.



## Aspiring Leaders Course Outline

### Day 1

- Leadership—What It Is, and What It Isn't
- Personal Styles—The DISC
- Leadership Competencies
- Types of Power—And When To Use Them
- Emotional Intelligence
- Motivation: What Works and What Doesn't Work (and when)
- Intellectual Honesty
- Leadership Style Assessment
- Thinking Styles

### Day 2

- Questions, Empowerment, and Transitioning from Solo-Performer to Leader
- Communication
- Conflict Resolution
- Collaboration and Dialogue
- Negotiation Basics
- The Need for a Clearly Articulated Vision and Mission—Personal and Organizational
- Elements of Leading Change
- Personal and Professional Planning
- Individual Development Plan

## Leadership Development I: Required Skills and Behaviors of Leaders

### Description

Building on the Aspiring Leaders course, the **three-day** Leadership Development I includes essential skills to assist in the transition from a solo performer to leader.

### Course Outcomes

- Leadership requirements for first-level leaders in a changing environment
- Assessment of leadership skills, behaviors, and trust with what is required for success as a first-level leader
- A review of emotional and social intelligence, and their importance to leadership success
- An overview of coaching, counseling, and mentoring strategies that help ensure peak performance
- Requirements for successful change
- The process people go through when dealing with change, and the critical difference between change and transition
- Detailed exploration of:
  - Problem solving and decision making processes
  - Interpersonal skills
  - Oral communication
  - Influence and persuasion skills
- An overview of strategic planning and critical thinking
- Leaders' responsibilities and the role of employees in empowerment
- How to deal with generational differences among workers
- Elements of a learning culture and a learning organization
- Establishing a customer-centric organization
- Short- and long-range individual development plan for professional development

Includes final-day, small-group presentations. Course book included, along with a personality style assessment and a recommended reading list.



## Leadership Development I Course Outline

### Day 1

- Character versus Behavior: Real-World Leadership
- Oral and Written Communication: How to Influence
- Exercising The Power of Influence: Listening, Dialogue, Negotiation, and Decision-Making
- Dealing With Emotions—Emotional and Social Intelligence in the Work Environment
- Motivation: Why People Do What They Do
- Performance Management
  - Employee Development
  - Delegation
  - Coaching and Counseling
  - Progressive Discipline
- Generational Differences
- Empowerment and Mentoring

### Day 2

- Teamwork and Teambuilding
- Customer Service
- Dealing with Change and Managing Conflict
- Strategy and Strategic Planning
- Critical Thinking
- Vision and Mission

### Day 3

- Leadership Integrity
- Followership
- Understanding A Learning Organization
- Group Presentations
- Individual Development Plan

## Leadership Development II: Leading Transition and Change

### Description

Reinforcing and building on leadership behavior and ideas presented in the Aspiring Leaders and Leadership Development I courses, this **3-day course for mid-level leaders** focuses on the behaviors required to lead transition and change.

### Course Outcomes

- Defining and Leading Change
- Facilitating Emotional Transition During Change
- The impact of corporate culture on change, the likelihood of the corporate culture to derail change, and how to intervene in those processes
- The power of stories and their role in creating corporate culture
- Leadership challenges and opportunities in a rapid-change environment, including workers' emotional struggles with change
- Adapting to and modifying corporate strategy and its execution
- Creating a customer-centric organization
- In-depth discussion of emotional and social intelligence
- Hands-on exercises where learners experience the value of cooperation versus competition
- The value of vulnerability and risk-taking in a leader
- Multi-Rater Assessment
- Exercises in identifying personal and professional values, beliefs, and emotional intelligence
- Detailed discussion of the organization's vision, mission, culture, and current climate
- Articulating and refining a personal leadership vision
- A detailed individual development plan.

Includes a final-day presentation by each student on the elements of their personal Leadership Point of View, with feedback from the instructor and fellow students.

Course book included, along with multi-rater assessment (self, boss, peers, direct reports), leadership values and beliefs assessment, and recommended readings.



## Leadership Development II Course Outline

### Day 1

- Valued Leadership Behaviors
- Leadership Models, Questions, and Plans
- Stories and Legends That Define the Organization, Its Leaders, and Its Vision and Mission
- Followership
- Establishing and Maintaining Trust
  - Leader Trust Survey
  - Leadership Branding
- Dialogue: Much More Than 1:1 Communication

### Day 2

- Values, Beliefs, Adaptability, Vulnerability, and Risk-Taking
- The Ladder of Inference and Confirmation Bias
- Change Leadership
  - Traits of Change Readiness
  - Change Readiness Assessment (personal)
  - Change Readiness Assessment (organizational)

### Day 3

- Thinking—And How To Challenge Our Usual Ways of Thinking
- Creating “Learning Conversations” Throughout the Organization
- Establishing and Sustaining a Learning Culture
- “Red and Blue” Exercise: Competition versus Collaboration
- Organizational Heroes
- A Personal Vision of Leadership
- Individual Presentations on a Leadership Point of View
- Individual Development Plan

## Leadership Development III: Creating Change

### Description

This **3-day capstone course** in Learning Wisdom Leadership Development is designed around creating change. It builds on theories and concepts, competencies, topics, and learning that occurred in the Leadership Development I and II courses.

### Course Outcomes

Designed for mid-level to senior-level leaders, this course provides instruction and learning on:

- Creativity and Innovation
- Systems Thinking
- Developing a Learning Culture
- External Awareness
- Strategic Thinking
- Learning Styles
- Vision
- Flexibility
- Resilience
- Strategies to lead near-and long-term change, including resolution of implementation and personal transition issues
- Assessment of leadership and learning skills with mid- and upper-level supervisor requirements
- Assessing one's thinking and learning skills and understanding how they shape leadership behavior
- Review of individual and organizational change-readiness assessments

Each student makes a daily brief presentation on their understandings about creating change. Includes a final-day presentation by each student on a business change initiative that they will select, develop, and commit to enacting. Includes feedback from the instructor and fellow students.

Course book included, along with a Learning Styles assessment and recommended readings.

## Leadership Development III Course Outline

### Day 1

- Leadership Models and a Moral Compass
- Creating Change—Competencies and Behaviors Required
- Creativity and Innovation
- External Awareness
- Strategy Creation and Tactical Implementation

### Day 2

- Appreciative Inquiry versus SWOT: Building on What Works versus What Doesn't Work
- Creating a Motivational Atmosphere in 21<sup>st</sup> Century Organizations
- Flexibility
- Resilience

### Day 3

- Learning Styles, Personality Styles, and Thinking Styles
  - Learning Style Assessment
- The Power of Well-Asked Questions
- Systems Thinking and Complexity
- Dealing with Unintended Consequences
- Sustaining a Learning Organization and a Learning Culture
- Presentation of Change Initiatives Each Student Will Lead and Champion

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