

## Overview of *Leading With Courage* Program

### Program

- Learning objective: prepare emerging and current leaders to make a bigger impact, sooner by raising the self-awareness of their strengths and blind spots, and of the behaviors that can limit their effectiveness in leadership roles
- Target audience: Those being groomed for the next generation of leadership in their organizations, newly appointed C-Level executives, and entrepreneurs.
- Example of topics covered, timing, and exercises are on the next page.
- Led by Lee Eisenstaedt, author of *Being A Leader With Courage* and co-facilitated by one of the *Leaders With Courage* certified executive coaches.
- Ideal group size is 24 participants seated at 4-6 round tables.
- Each participant receives a signed copy of *Being A Leader With Courage*.
- Includes the *Leaders With Courage* Self Assessment that is completed during the program.
- Fee quoted upon request based on length of program and number of participants.
- We will bring our facilitated learning program to your office or the venue of your choice. When you don't have the resources to make the meeting arrangements, we can introduce you to Access Destination Services, our strategic partner and one of the most recognized and highly regarded networks of destination management companies in the industry. Their professionals will help you plan and coordinate your airport transfers, accommodations, meals, spouse programs, recreational and social responsibility activities, and pre- and post-tours.

### Optional Enhancement: 360 Assessment and One-to-One Coaching

- Our *Leaders With Courage* 360 Assessment can be added-on to further enhance the learning experience.
- Ideally conducted prior to the program, our 360 Assessment provides participants with richer insights and a deeper understanding than our Self Assessment of the misperceptions and areas that need attention in order to increase their effectiveness at encouraging innovation and implementing strategies and plans.
- The 360 Assessment leads to participants answering this challenging question: "Is this how you want to be perceived by others?"
- A second optional add-on is a confidential, 60-minute, one-to-one coaching session with a certified executive coach to help interpret the feedback and begin to develop a personal action plan.
- When the 360 Assessment is incorporated into the program, participants begin our process of collecting feedback from an unlimited number of Raters (people they work with regularly) five to six weeks before the start of the program.
- Neither the 360 Assessment nor the Coaching Session is included in our base fee.

**Leading With Courage Program**  
**Typical Agenda For A Two-Day Program**  
(Includes the optional 360 Assessment)

Approx. Timing	Segment Description	Table Exercise To Reinforce Material
<b>Evening Before Workshop Begins</b>		
5:30pm to 7:00pm	Informal cocktail reception for participants to meet each other and the workshop's facilitators	
<b>Day One of the Workshop</b>		
8:00am – 8:45am	<p>Start with a story about leadership and how the program came to be developed</p> <p>Rules of the road for the program:</p> <ul style="list-style-type: none"> <li>• Put your cell phones on "airplane" mode</li> <li>• Leave your egos at the door</li> <li>• What is said here, stays here</li> </ul> <p>Participants assigned to tables in advance to promote heterogeneous pairings.</p> <p>Participants will select (or be assigned?) a "buddy" for the duration of the program to promote engagement, relationship building, and an on-going commitment to work on the ideas shared in the program.</p>	<p>Working with your "buddy:"</p> <ul style="list-style-type: none"> <li>• What's the best outcome you'd like from the program?</li> <li>• What is your greatest fear about it?</li> <li>• What are your expectations for today?</li> </ul> <p>These will be shared with the group and checked at the end of the program.</p>
8:45am – 9:30am	<p>The 9 Behaviors That Can Derail A Career</p> <p>Objective: increase awareness of behaviors that can be career limiting</p>	Real-time poll of participants using their cell phones and tablets on which of the 9 derailers they fall victim to the most. The group is then asked to comment on why they chose the derailer they did.
9:30am – 9:45am	Break	

Approx. Timing	Segment Description	Table Exercise To Reinforce Material
9:45am – 11:15am	<p>Culture Is The Catalyst</p> <p>Objective: reinforce the importance understanding, honoring and respecting the culture of the organization</p>	<p>Participants get with their buddies to build a two-column table about their organization's culture:</p> <ul style="list-style-type: none"> <li>On the left side, they describe the positive aspects of the organization's culture.</li> <li>On the right side, they provide example(s) of what's a violation of that aspect of the culture.</li> </ul> <p>Participants then share examples from their lists with the entire group.</p>
11:15pm – 12:30pm	<p>Being The Boss You Want To Work For (People don't leave companies, they leave managers.)</p> <p>Objective: Participants identify the attributes of being a good boss. When the wrong people are appointed managers, nothing fixes those bad decisions. Not compensation, not benefits—nothing.</p>	<p>Working in pairs, participants identify attributes of the best and worst bosses for which they've worked.</p> <p>Several groups share items on their lists, which are noted by the facilitators. The facilitators then reveal their list of attributes.</p>
12:30pm – 1:00pm	Lunch	

Approx. Timing	Segment Description	Table Exercise To Reinforce Material
1:00pm – 2:30pm	<p>Probing and Listening to Create Alignment -- Getting Better Answers That Move The Needle</p> <p>Objective: learn a process for understanding a challenge that leads to alignment on why it needs to be addressed</p>	<p>Begin with the "Are You A Good Listener" self-assessment</p> <p>We'll then move onto SMART goals, with a focus on the MRT, followed by the "Six Key Questions."</p> <p>Participants then work with their buddies to practice asking the "Six Key Questions" using one of the challenges their organization is facing today.</p> <p>Before starting the exercise, participants take five minutes to prepare for the role play. The pairs then spend 20 minutes practicing. "Help me understand that" and "anything else" are the only two questions participants can ask to understand the challenge. After 10 minutes, they switch roles.</p>
2:30pm – 2:45pm	Break	
2:45pm – 4:00pm	<p>Focus On Fewer and Bigger</p> <p>Objective: increase awareness of the sponsoring organization's strategic imperatives</p>	<p>Prior to the meeting, we ask the program's sponsor about the top three challenges for the business, plus six other important challenges, it's facing.</p> <p>We mix up the challenges, adding in a few that weren't provided to us by the sponsor, and participants write each challenge on a Post-It note. They then prioritize them into three groups – top three, bottom three, and middle three. Participants then post them on boards at the front of the room and we look for consistency among the rankings.</p>

Approx. Timing	Segment Description	Table Exercise To Reinforce Material
4:00pm – 4:45pm	Tackle Multiple Initiatives At The Same Time  Objective: increase understanding of the need to delegate tasks to others	Participants complete a self-assessment on their delegation skills. They then get with their buddies to share their results and talk about what they can do to improve their delegation skills. The actions are then shared with the entire group.
4:45pm – 5:00pm	Take the <i>Leader With Courage Self Assessment</i> (when the 360 Assessment is not part of the program)	Participants, using their cell phone, tablets, or laptops, complete the <i>Leaders With Courage Self Assessment</i>
5:00pm – 5:15pm	Debrief on day and adjourn	

Day Two of the Workshop		
8:00am – 8:15am	Review of Day One	
8:15am – 9:00am	Building Your High Performing Team  Objective: introduce a tool for identifying factors that contribute to the commitment of an employee	Complete the “9 Factor Retention Model”
9:00am – 10:15am	Challenging the Status Quo and Crafting A Winning Strategy  Objective: Raise awareness of the participants’ openness to innovation and elements of a well-crafted plan	Participants complete a short self-assessment that gauges how comfortable they are with the status quo (self-assessment is handed out). They share their results with their buddies.  Participants then evaluate the five most recent plans they have prepared and implemented (using the handout we provide) and again share the results with their buddies.
10:15am – 10:30am	Break	
10:30am – 11:00am	Interpreting your assessment report  Objective: How You’re Perceived By Others Is Your Reality	Individual self-assessment or 360 reports are distributed and team scores are reviewed.

Approx. Timing	Segment Description	Table Exercise To Reinforce Material
11:00am – Noon	<p>Stop, Start, Continue</p> <p>Objective: Preparation for drafting a personal development plan</p>	<p>Each participant identifies 1-3 things they will Stop, Start, and Continue doing as a result of the program. Then, they pair up with their buddies, share their lists and make commitments to follow-up with each other on at least of 1 Stop, 1 Start, and/or 1 Continue.</p> <p>Participants are reminded to focus on both their strengths and development opportunities – they don't have to be good on all of them. Don't be discouraged.</p>
Noon – 12:30pm	Debrief and adjourn	How did the program compare to participants' expectations?
<b>When 360 Assessment Is Part Of The Program</b>		
1:00pm – 5:00pm	<p>One-To-One Coaching Sessions</p> <p>Objective: Highlight and personalize the insights in a participant's assessment report</p>	<p>One-on-one, 60-minute, confidential meetings with certified executive coaches are held with the participants to help them interpret their 360 feedback. For those who cannot meet during this time, confidential consultations via the telephone will be arranged.</p>
<b>Following The Program</b>		
<ul style="list-style-type: none"> <li>Within one month – meeting with executive sponsor(s) to review team results</li> </ul>		
<ul style="list-style-type: none"> <li>For those who only completed a self-assessment or a 360 assessment without a coaching session three months after the program ends participants can join a webinar to reinforce learnings and check on progress against their personal development plans. The date and time of the webinar are put on the calendar at the workshop.</li> </ul>		
<ul style="list-style-type: none"> <li>For those who took the 360 Assessment and had a coaching session, there's a 15-minute check-in with their assigned coach at 3 months, 6 months, 9 months, and 12 months. These times are put on the calendar at the workshop.</li> </ul>		