

## ***Emerging/Existing Leader Development Program Description (E<sup>2</sup>LDP)***

### **Objective:**

The challenges facing business leaders in the new economy is more daunting. Leaders will have to do more with fewer resources; recruit, motivate and retain employees with tighter budgets in a more competitive talent marketplace; and innovate to improve productivity while containing costs to remain competitive. Strong leadership and management skills will be needed to meet these challenges.

The **E<sup>2</sup>LDP** has been developed to help emerging leaders become more effective and confident ready accept increased responsibility. This is a practical program teaching tangible skills that can be immediately applied and measured.

Existing leaders need to enhance and strengthen their skills if they are going to continue to lead their teams to success in this new economy. The skills that produced success in the past are not necessarily the ones that will produce success in the future. The **E<sup>2</sup>LDP** has been designed to build enhanced skills for the existing leader.

Each **E<sup>2</sup>LDP** program is facilitated by Mark Ernst who will guide the class, arrange for outside speakers, and customize the curriculum to meet participant and company requirements.

### **Methodology:**

- Customized individual leadership development using experiential and coaching, coupled with classroom and peer learning. Each participant will be required to complete a significant business project and create a career development plan using the Skill Gap analysis tool and the Personal Compass®.
- Seven full-day sessions will be hosted by participants in their own organizations. The first two class meeting are conducted together, the first day is for initial kick-off meeting and the second day is for the first formal class session. All subsequent full day class sessions meet every other month and are to be hosted by one of the participants at their location assuming they are in different locations.
- On the month between the full-day sessions, there will be one 60-90 minute conference call with all the participants connected that focuses on current challenges, assignments, and the status of the Career Development and Business Project.
- While assuring the core curriculum is fully examined, we will align the learning priorities with the group's needs and interests.
- Another crucial component designed for success is that team members hold each other accountable for implementing actions that make themselves and their organizations more effective and profitable.

### **Eligibility Criteria:**

- Emerging Leader participants will have worked in one management position or are soon to move into a managerial role. Minimally, they will understand the role of a manager and have the maturity and capacity to fill that role.
- Emerging and Existing Leader participants will be sponsored by the participant's employer.

- Existing Leaders may be an executive, or a department head who wants to improve his/her effectiveness, prepare for greater responsibility, and/or need help addressing past management/leadership challenges.
- All participants must be able to fully engage in the full-day meetings, conference calls and complete assignments on time.
- To maximize the learning process all participants are to come prepared to each session with no more than two meeting absences.
- All participants must present and defend a Career Development and Business Project with milestones, deliverables, and an implementation plan that can be supported and monitored by the participant's manager and the group.
- Participants must be ready to grow into the next phase of one's career and life.

**Fiscal reminders:**

- Participants will be hosting their group's full day meetings by providing morning, noon and afternoon nourishment plus an appropriate meeting place (and directions how to get there). In a single company setting this will be provided by the company.
- All participant materials will be provided by the company. Reading will be assigned at the end of each session for the next session. All other hand-out materials will be provided by the program.
- The company will be responsible travel to the meetings if required.

**Class Size:**

- Class size will be limited to provide participants the opportunity for maximum interaction with other attendees and presenters. Minimum class size 8, maximum 12.

## ***E<sup>2</sup>LDP GOALS***

### ***Developing Leadership and Management Skills***

Managerial effectiveness depends on the manager being able to effectively use these skills.

**A. Vision.** To understand the value of and communicate a compelling vision and how a compelling vision contributes to motivating a high-performance team.

**B. Values.** To understand the role values play in the organization and how to communicate and “operationalize” the core values.

**C. Leading Change and understanding the impact of culture on change.** Leading change initiatives and understanding the impact change has in the workplace are critical skills necessary for the successful leader.

**D. Building the team.** In order for the leader to be successful they must be able to manage their team to achieve the goals.

**E. Leading Effective Meetings.** A key part of managing any team is conducting effective meetings that are efficient and energize the participants and holding team members accountable for their commitments.

**F. Recruit, retain and motivate employees.** Participants will learn the ways employees are sourced, the essentials of behavior based interviewing techniques, and the use of the structured interview guide. We will also cover using on-boarding/orientation techniques from the immediate manager’s role to ramp-up a new hire’s productivity. Retaining and motivating employees in this challenging economy requires new skills and the payoff can be huge. Participants will learn about financial and non-financial motivational tools, and how motivation and recognition contributes to engagement and retention.

**F. Setting Challenging Goals.** In order for the team to achieve they must have clear and objective goals. Objective goals are also required to have accountability and to drive high-performance with the team. Participants will develop a good working understanding of goal-setting how to use it to drive high-performance with the team.

**G. Feedback and Coaching.** Managers must be able to give timely and frank feedback if they are to manage a high-performance team. We will discuss the elements of effective feedback and give participants the opportunity to practice giving frank feedback. The other skill a manager must master is that of coach. Participants will learn the essentials of coaching and why that is a superior method of guiding the team to achieve high-performance. We will also discuss disciplinary action and where it fits in the process and how to effectively use disciplinary action.

**H. Evaluating Performance.** Managers must be able to evaluate performance without shying away from the tough discussions if the team is to function effectively. Participants will have the opportunity to practice this skill using carefully designed role playing exercises.

**I. Rewarding Success.** Recognizing and rewarding high-performance is a key to maintaining it. Participants will learn more effective methods of rewarding performance including financial and non-financial incentives. We will discuss the different “currencies” that can be used to reward success. Participants will also learn about financial incentive plans such as bonus, commission, etc. We will discuss basic plan designs and the importance of sensitivity testing to avoid unintended consequences. Participants will also learn the importance of aligning the recognition and reward systems with the performance management systems to ensure consistency in the overall management process.

## ***Assessment Instruments and Book List and Bibliography (2017-2018)***

### *Assessment Instruments and Tools:*

- Myers Briggs
- DISC
- The Grove Personal Compass® visioning and goal setting workbook.
- 360° Feedback
- Skill Gap Assessment

### *Book List and Bibliography:*

- *The Four Obsessions of the Extraordinary Executive* by Patrick Lencioni
- *Death by Meeting* by Patrick Lencioni
- *The Three Signs of a Miserable Job* by Patrick Lencioni
- *Leading Change*, by John Kotter
- *Our Iceberg is Melting*, by John Kotter
- *That is Not How We Do it Here*, by John Kotter
- *The Four Disciplines of Execution*, Chris McChesney, Sean Covey, Jim Huling
- *The High Achiever's Guide to Happiness* by Vance Caesar and Carol Ann Caesar
- *Now, Discover your Strengths*, by Marcus Buckingham & Donald O. Clifton
- *Love 'em or Lose 'em* by Beverly Kaye
- *Effective Succession Planning*, by William Rothwell
- Other books, articles or book summaries based upon participant's needs

### *Videos:*

- TBD

### **Fees for the full-year program:**

The total fees for the program are: \$5,995. This fee includes all assessments, books, and class materials  
Initial deposit due with application: \$1000. (Deposit becomes non-refundable ten days before the start of the program. The company can substitute a replacement prior to the second meeting.)

The balance of \$4,995 is due on by the first meeting unless other arrangements have been made.

There is special pricing for companies that enroll more than one participant; and custom programs available for a single company with 5 or more participants.

**ELP Application**

**Name:** \_\_\_\_\_

**Company:** \_\_\_\_\_

**Position:** \_\_\_\_\_ **How long:** \_\_\_\_\_

**Education:** \_\_\_\_\_

\_\_\_\_\_

**Specialized training:** \_\_\_\_\_

**Management training attended/completed:** \_\_\_\_\_

\_\_\_\_\_

**Describe the management roles you have held, and explain how well you feel you performed them:**

\_\_\_\_\_

\_\_\_\_\_

**What are your goals both personal and professional for attending the program?** \_\_\_\_\_

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