



EMERGING LEADERS ACADEMY

Emerging Leaders Academy Program Overview

**Prepared by:
Peak Performance Group**



Peak Performance Group

300 State St Suite 92891 Southlake, TX 76092 817-748-7425
info@mypotentialplus.com www.mypotentialplus.com

Introduction

Leaders are made rather than born. Leaders are developed through a conscious process of focus on a leader's ability to get the right things done and helping those responsible to get them done. Leadership is not a simple concept, as there are many views of what it embodies. Instituting a leadership mindset must transcend a simple training program and must be part of an overall organizational movement. Instilling it from top to bottom is culture change. It is more complicated within a fairly mature industry as many behaviors and attitudes are entrenched. To drive change it takes a well-orchestrated process rather than an event or a series of events. It is more than doing a quick hit workshop and then move on to the next thing. It can't be the "management flavor of the month". To change behaviors, you have to change beliefs. That takes time, effort and the intent to do so.

What are the benefits of implementing a leadership culture within an industry or association? Experience indicates it is a way of increasing productivity, improving morale, reducing turnover and improving overall results. What benefits do the participants hope to gain from implementing the process? Is each of the participants seeking to become "great" leaders? If so, the goal is to be sure that what we do together is transformational, that it makes a difference in the long-term success of the participants. How will the benefits be measured? Let's explore this further so there is a very clear ROI for embarking on the process.

This document is an overview that will capture concepts and information on the idea of leadership development and to have information on hand that will help you to build the best program that you can. The ultimate aim is to create the best possible process to move the participants and association where it/they want to go.



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Purpose

The purpose of this document is to:

- ↳ Define and develop a program that drives the values based/servant leadership model throughout the program, to the young high potential leaders.
- ↳ Define the delivery methods, broken into workshops, processes and higher levels of development. The framework is as follows:
 - *Base model facilitation that introduces basic leadership to the participants.*
 - *Emerging Leaders Phase 1*
 - *Emerging Leaders Phase 2*



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Training and Development

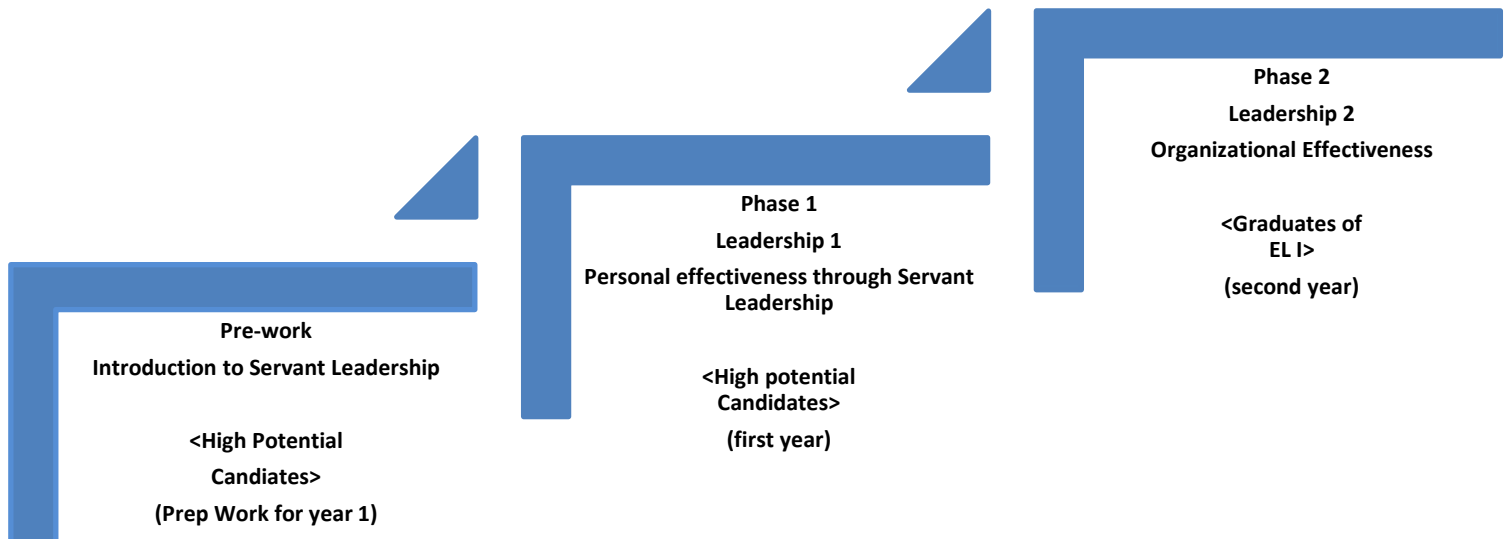
All training and development initiatives are designed to build on each other, and use the concept of process rather than event. As stated earlier in this proposal, long-term culture change relies on consistent reinforcement in content, action, and management behavior. Even the initial workshop is designed to be a process. It combines three separate activities to drive results.

The training and development work is broken into separate units

Prep Work Initial Implementation Workshop, Thinking Your Way Into A New Way of Acting: A set of reading designed for introducing the participants into thinking of servant leadership and how to behave in a way consistent with the concept.

Leadership Phase 1, Personal Effectiveness through Values Based/Servant Leadership: A multi-month development process keying on developing personal effectiveness, priority management and personal goal setting.

Leadership Phase 2, Organizational Effectiveness through Values Based/Servant Leadership: A multi-month process working on organizational initiatives such as strategic planning, departmental and organizational communication and goal setting.



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Prep Work

Thinking Your Way into A New Way of Acting

What is it?

This component is designed to introduce the core concepts of servant leadership: **Integrity, Discipline, Trust, Communication, Collaboration and Personal Accountability.**

Pre-work: Each participant reads *Leadership and Self Deception* by the Arbinger Group.

Management Follow Up: A specific implementation model developed for unit managers and supervisors to be used in regularly scheduled meetings. Follow up and accountability is provided through a performance management system.

What are the benefits of participation?

- An initial understanding of the servant leadership model
- Specific behaviors modeled
- Experience applying behaviors
- Increased interpersonal effectiveness
- Make it safe to talk about almost anything
- Eliminate blame, complaining and procrastination
- Develop a culture where the success of others is as important as the success of self



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Phase 1

Personal Effectiveness through Servant Leadership (Leadership 1)

What is it?

Building on the information provided in the initial workshop, the 1st phase of the ELA leadership process is designed to foster servant leadership within the organization by working with participants to develop self-leadership and personal effectiveness. It is a multi-session process that combines group learning, fieldwork and one-on-one coaching for long term results.

The first 6 sessions are completed in a facilitated group setting, with groups of 15-20 participants. The sessions are designed to be held in conjunction with or separate from TACA scheduled meetings each will be approx. 7 hours in length. The meetings are in person for the most part.

The materials that are used in the first 6 sessions are focused on personal effectiveness and self-leadership in a corporate setting. Topics include development of personal and professional priorities, implementation of a goal setting process, a template for decision-making and problem solving, turning solutions into action, communication skills and motivation of self and others.

Each participant will receive online access to the curriculum, a personal action plan and audio that match the curriculum text. Learning is completed through spaced repetition, and in three modalities: visual, auditory and kinesthetic.

A group project focused on specific issues relating to the organization and industry will be assigned to the group to complete.

Once the initial 6 sessions are complete, each person would then move to Phase 2 (Year II) of the program.

What are the benefits of participation?

- Clear and focused personal direction
- Improved decision making
- Personal and professional balance
- Focus on results
- Increased visibility around corporate values
- Alignment of behaviors around corporate values
- Enhanced personal leadership abilities



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Phase 2

Organizational Effectiveness through Servant Leadership (Emerging Leaders II)

What is it?

After working on personal leadership in the workplace setting, this process expands on year one by putting leadership to work for the organization. It focuses on strategic thinking, presentation skills, planning/implementation, and values driven team leadership. The positive outcome is to teach participants to focus on strategic thought using servant-leadership as its foundation.

Servant leaders are guides that will work to build relationships and skills necessary for others to navigate growth both personally and professionally. They provide direction, advice and guidance for the individuals they lead. The goal is to build a cohesive group of future leaders to help move their organizations through future growth and execution of organizational objectives.

Each participant will receive online access to the curriculum, a personal action plan and audio that match the curriculum text. Learning is completed through spaced repetition, and in three modalities: visual, auditory and kinesthetic.

The five sessions are completed in a facilitated group setting, with groups of 15-20 participants. The sessions are designed to be 60 +/- days apart. The meetings will be held to coincide with other organizational meetings. These leaders will spearhead a community service project at the annual meeting.

What are the benefits of participation?

- Develop strategic thought
- Improved decision making
- Opportunity to lead a large scale project
- Improved execution of decisions
- Focus on running a business, not just doing a job

Organizational Leadership program

- 5 facilitated in person meetings with group
 - The key concepts will be derived from the established curriculum developed by the Peak Performance Group as well as other supporting resources:
 - i. Organizational Leadership Skills
 - ii. Leadership, The Art of Possibility
 - iii. Value of core values
- Oversee or share oversight of Emerging Leaders Academy community service project



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