

Cathedral Leadership Certificate Program

Purpose

To provide Cathedral leaders with the knowledge, skills and abilities required to work and thrive in the new Cathedral Leadership culture.

Program Overview

This program provides 32 hours classroom instruction

Pre-work

1. **Read Silo's, Politics and Turf Wars** by Patrick Lencioni (3-4 hours)
2. **Read StrengthsFinder 2.0** by Gallup

Session One (in class instruction) – 8 hours

- Leadership vs. Management
- The Four Roles of a Leader
- Coaching to GROW
- The Gretzky Principle – playing to strengths, managing weaknesses.
 - Creating a game plan for the team I lead.
- Fieldmarking – Clarifying Expectations
- Optional evening activity

Session Two (in class instruction) – 8 hours

- Coaching to GROW practice session
- Career Coaching for Leaders
- Masterful Feedback
- Action Planning

Session Three (in class instruction) – 8 hours

- Review of Leadership Fundamentals
- Sharing of Success's and Challenges
- Making Difficult Conversations Easier (MDCE)
- Action Planning

Session Four (in class instruction) – 8 hours

- Sharing of Success's and Challenges
- Leading in Difficult Times
- World Café – What would it take to further accelerate leadership at Cathedral'
- Individual Presentations – my Leadership Journey
- Action Planning

Your Investment per participant (based on 7 participants)

	Per Person	Total
Program Tuition	\$ 2,750	\$ 19,250
Leadership Workshop Materials	\$ 180	\$ 1,260
Total	\$ 2,930	\$ 20,510

Other Costs:

- Cathedral will be responsible for costs associated with room rental, meals and AV equipment .

Evaluations:

- Participants must attend each session and complete a total of 32 hours of training. Successful graduation requires sign-off from the program instructor and from the participant's immediate supervisor indicating they have completed all assignments and put the tools into practice.

Timing

- The program will be completed between January and December 2018

Instructor

- The program instructor will be Phil Mittertreiner from Potentials Unlimited Inc.
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DETAILED LEADERSHIP DEVELOPMENT MODULE OVERVIEW

Session One:

Session One includes three modules: Leadership Expectations, Coaching to GROW and the Gretzky Principle.

Leadership Expectations,

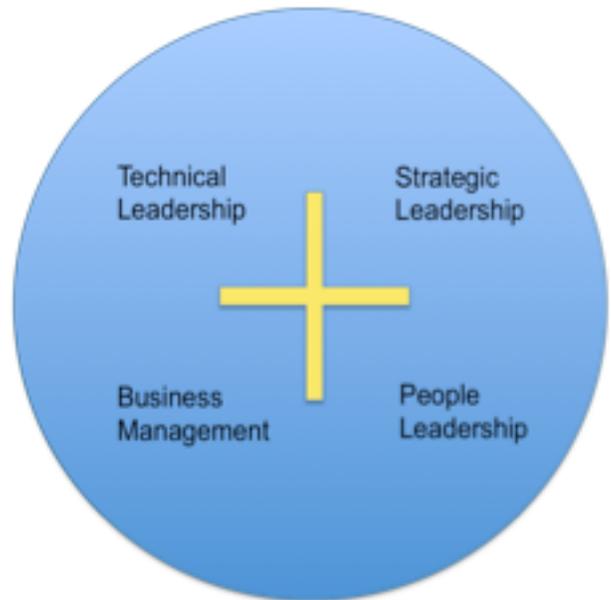
This session begins by outlining the distinctions between Leadership and Management. It then clarifies the four roles of leadership.

This module will include a discussion on the key principles from 'First Break All The Rules'.

Leadership Expectations include two core elements

- 1) **Live and model our Organizational Values**
- 2) **Work in each of the Four Key Leadership Roles**

- **Technical Leadership**
 - Delivering highest quality work and learning in the technical or functional area you lead (i.e. Operations, Sales, Accounting, Engineering, Human Resources).
- **Strategic Leadership**
 - Stepping back from day-to-day operations to uncover new/different/better approaches to achieve results. Could include new business models, new processes and/or new partners.
- **People Leadership**
 - Ensuring individuals and teams are fully engaged, developing and performing to meet or exceed expectations. Includes recruiting, coaching and performance management.
- **Business Management**



- Managing business performance and getting the numbers right. Includes planning, budgeting, forecasting and analyzing.

Participants will understand the key activities required in each role and will perform a self-assessment to uncover their Leadership strengths and weaknesses to manage.

Coaching to GROW

This module will fundamentally shift the way a leader/coach 'see's' coaching and experiences a coaching conversation. We 'pull out' from the group the actual things a manager/coach does when they are coaching individuals in organizations. This creates a foundation for understanding distinctions between 'putting in' and 'pulling out'. Participants become aware of a general predominant bias towards 'putting in'. Next steps include:

- Introduction to the GROW model – a framework for a successful coaching conversation.
- GROW Model practice – working in pairs in live coaching conversations to practice the GROW model. Each participant practices as a coach and a client.
- Practical application conversation – sharing of best practices to overcome obstacles and improve the quality and frequency of coaching conversations.

Participants will leave with a significantly higher awareness of when it's appropriate to put in (directive coaching) and when it makes more sense to pull out (non-directive coaching). They have a solid understanding of the GROW model framework for coaching. They will have increased confidence, capability and commitment to conducting a successful coaching conversation.

The Gretzky Principle

As a result of this workshop participants will:

- Understand how the concept of Playing to Strengths, Managing Weaknesses applies to their role as a leader and coach
- Consider ways to redesign their own role to better play to their own strengths and manage their weakness
- Prepare for Career Dialogue discussions with direct reports to understand the employees desired career direction and create a win/win role to inspire top performance
- Discuss ways to implement 'The Gretzky Principle' (play to strengths, manage weaknesses) within their team and/or department and agree on next steps. Participants will use the GROW model format from Module Six

Time: 8.0 Hours Classroom Instruction

Session Two:

Session Two includes three core modules: Clarifying Expectations Through Fieldmarking, Career Coaching for Leaders and Masterful Feedback.

Clarifying Expectations thru Fieldmarking

As a result of this workshop participants will:

- Appreciate the importance of clarifying expectations for team members / direct reports.
- Understand the three dimensions of appropriate expectation setting – roles and goals, organizational expectations, leader expectations.
- Receive specific tools and strategies to assist in clarifying expectations
- Recognize the requirement to solicit expectations of themselves from direct reports and have a process and supporting tool to do so.
- Prepare for and commit to having expectation clarification conversations with their direct reports, colleagues and boss.

Career Coaching for Leaders

This module is designed to significantly enhance the career coaching capabilities of front line leaders, managers and executives.

Participants are introduced to key concepts and a framework to assist them in effectively leading career coaching conversations with direct reports. They will assess their effectiveness in leading and managing their own career and identify activities to assist themselves and direct reports in attaining career success. Items covered include:

- Career Management 101- key concepts, assumptions and beliefs
- Career Leadership Activities
- Career Dialogue Framework – 10 important questions to ask
- The seven different career conversations, linking to performance conversations
- Dealing with difficult scenarios and situations

Masterful Feedback

Participants are offered new distinctions around feedback to assist them in effectively leading feedback conversations. New distinctions include:

- Observation, Assessment and Advice – three critical distinctions within feedback.
- Reinforcing feedback vs. corrective feedback – what's the difference and what's the optimal ratio between the two?
- A powerful way to deliver feedback – observation and impact.
- Feedback vs. recognition vs. constructive criticism – what is the difference?
- The 'Pulling Out' way to deliver feedback – helping the performer to provide feedback to themselves.
- Differences between feedback conversations and request for change conversations.

As a large group we will discuss what challenges participants still require assistance with and explore possible approaches to ensure success.

Participants will leave with significantly higher awareness about the distinctions within feedback, best practices to use, pitfalls to avoid and a framework for conducting a successful feedback conversation.

Time: 8 hours Classroom Instruction

Session Three: Making Difficult Conversations Easier

Overview

The Making Difficult Conversations Easier (MDCE) Workshop provides professionals, team leaders and managers with the awareness, skills, tools and confidence they require to initiate and successfully conduct difficult conversations.

Participants will confidentially review difficult conversations they are facing. They will choose one and run this situation through the MDCE framework. Upon learning new approaches and tools participants plan, prepare and practice to enable future success in this and other difficult conversations within their professional and personal lives.

Agenda

Introduction

- Why is this so difficult?
- Identifying your current difficult conversations
- Clarifying your current approach
- What's worked before – your existing best practices
- The MDCE Framework
- Dealing with defensiveness, blame, and other obstacles
- On track, not sidetracked
- Words and statements to avoid
- Preparing your opening statements
- Practicing your opening statements

M – My Stuff

- Preparing for difficult conversations
- The 10 critical questions to ask yourself
- My Stuff Self Assessment

C – Contracting

- Reaching agreement on a path forward
- Important elements in an agreement

D – Dialogue

- Putting In – my reality statement
- Pulling Out – understanding your reality
- 7 pull out questions
- Dialogue – exploring options and obstacles
- Questions to support dialogue

E – Engage

- How to keep connected and prevent myself from getting into this mess again
- Special considerations for extra tough situations – group discussion
- Your summary - pulling it all together
- Action planning

This module kicks off with a full review and test of the key leadership fundamentals covered in the prior two modules.

Time: 8 Hours Classroom Instruction

Session Four:

Modules include: Leading in Difficult Times, World Café and Individual Leader Presentations

Leading in Difficult Times

Objectives

- Clarify the leaders role in leading change
- Learn some proven tools, strategies and techniques to support successful change leadership
- Create an action plan to ensure sustained success

Agenda

- Change, what change?
 - Clarifying the changes we play a leadership role in
- Change Leadership – best practices from the field
 - Breakout groups to share best practices identified in pre-work
 - Plenary group sharing to identify common themes
- Change Tools: The Adapted Change Curve
- Change Tools: $P + O > \sum R$ (pain plus opportunity must be greater than the sum of resistance)
- Action Planning

World Cafe

Leaders participate in a two-hour generative conversation to uncover the strengths and challenges facing leadership in the organization. They work together to create a leadership action plan. Participants learn a powerful group problem-solving tool and identify practical ways to advance the organizations leadership agenda.

Individual Leader Presentations

To meet program graduation requirements leaders are required to deliver a 10-minute presentation highlighting

- What they have learned in the program
- What they have applied and the impact it has had
- What they will focus on to enhance their leadership even more in the future

Time: Eight Hours Classroom Instruction

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For additional information please contact

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