The focus of this course is on leadership in turbulent times; in particular, the role of leaders, at all levels, in a period of warp-speed change, superheated competition, and a sea-change in global business and personal life. There will be a special emphasis on the core skills needed by contemporary leaders, the role of coaching relationships in sustaining and growing businesses, and the tools and skills required to develop exemplary leaders.

Students enrolled in this course should come prepared to answer three questions:

“What do you do?”
“How do you do it?”
“Why should I deal with you?”

You will have 118 seconds to answer these questions.

Course Outline:

The Impact of Information
   The information cycle
   The redefinition of security
   Margins and human capital
   Higher levels of conflict

Change and Loss
   The myth of change resistance
   Success and loss
   Identifying the losses
   Grieving the losses

Business Cultures
   Values in action
   Overt or covert
   Present or future
Values and Goals
   The characteristics of values
   The six fundamental continua
   The necessity of values alignment

From Professional to Personal
   All business is personal
   Bringing down the firewall
   Blending vs. balancing
   Heightened expectations of everyone

The Value of Self-Information
   The critical role of relationships
   Creating feedback-rich cultures
   Conscious vs. unconscious competence
   The power of “familiars”
   Learning to listen

Key Success Skills
   Decision-Making
   Relationship-Building
   Creating and managing conflict
   Constructive confrontation

Development vs. Training
   Personal change vs. knowledge transfer
   Self-information vs. external information
   The life experience gap: Managers and workers

Building Effective and Profitable Relationships
   Creating trust quickly
   Intimacy and risk
   Qualifying for values
   Characteristics of great relationships

Conflict Management vs. Conflict Avoidance
Conflict vs. hostility
Anger and productivity
Disappointment and growth

Accountability vs. Harassment
Person – to- person caring
Numbers and ultimatums
Engagement and relationships

The New Loyalty
A commitment to mutual growth
Future and forward looking
The disappearance of the old loyalty

Delayed Development and the Workforce
The new developmental stages
The perfect storm: Affluence, education, technology
Strategies for dealing with developmental delays

Recruiting Winners and Keepers
The who; not the what
Resumes, references, and schools
Interviewing and the interviewer