

THE PATH TOWARD TRANSFORMATIONAL LEADERSHIP: ACADEMY PROGRAM TOPICS

We welcome you to join us on **The Path Toward Transformational Leadership**. Our journey will include two week-long residential session, an Individual Professional Development Plan, Practicum, Mentoring, and Coaching.

During our **First Week of Residential Seminars**, we will build a community of leaders working together toward effective leadership. Our conversations will focus on knowledge, skill, and best practices in leadership. We will explore salient themes and set forth **Individual Professional Development Plans** as a part of a **yearlong Practicum** where **Mentors** and **Coaches** will help us along on our journey.

Our first seminar, **Understanding Self and Others** will facilitate understanding of **Work Behavioral Styles**. We will have the opportunity to understand the strengths associated with our work style and the work styles of others. We will also have the opportunity to learn effective strategies to bring out the best in others and to blend your work style to most effectively communicate with others.

Developing Your Individualized Professional Development Plan (IPDP) is designed to allow you to reflect on and assess the leadership concepts and skills discussed in each seminar. For each leadership seminar, you will have the opportunity to develop action plans (IPDPs) that contain specific, measurable objectives that will be directly related to your particular leadership roles and responsibilities.

Our next seminar, **Complex Role of the Organizational Leader**, acknowledges the multiple roles leaders play, both at work and home. These roles are complex and frequently make conflicting demands. Specific emphasis will be placed on the need to maintain balance while juggling the multiple demands for time and relationship management and personal health and wellness. We will discuss and develop knowledge and skill in the Principle-Centered Approach to Communication for the explicit purpose of fostering caring and productive interactions and relationships and give you the opportunity to develop or refine your personal and professional mission statements.

The Academy is dedicated to helping you gather, analyze, and act on feedback about your leadership. **Leadership Assessments** provide an opportunity to discuss the Multi-Factor Leadership Questionnaire and the Leadership Skills Perception Survey 360 surveys used by the Academy to gather feedback on your leadership behavior and skills. You, your supervisor, and your colleagues will have completed the Pre-Assessment of these surveys online prior to attending the first residential session. During this session you will analyze your feedback and set goals for yourself based on the feedback from these surveys.

Leading and Managing Effective Work Teams offers investigations and insights into critical concepts about teams. We will explore team roles, behaviors, communication,

and leadership. Specific communication skills for giving and receiving feedback will be integrated into this seminar. Effective leadership of team meetings, leading our team to consensus, and assessing team effectiveness will be discussed. We will close this seminar with a discussion of the importance of providing ongoing recognition and celebration of our team's performance.

Strategic Planning and Scenario Thinking provides multiple pathways for Academy participants. If you can benefit from a detailed discussion with specific knowledge and skill in how to write a mission statement, identify goals and priorities, and achieve measurable results, that path will be available to you. If your leadership journey already includes significant experience in Strategic Planning and Scenario Thinking, you will be invited to participate in a dialogue and discussion of the Appreciative Approaches to Strategic Planning, the Academic Quality Improvement Processes, and the Successes and Challenges in Strategic Planning Processes.

Managing Conflict Productively and Engaging in Crucial Conversations will provide knowledge, skill, and specific strategies for increasing our effectiveness as leaders in challenging situations. The Mindful Approach to Managing Conflict Productively will provide a pro-active framework for dealing with the daily challenges of situations and conversations. Opportunities to learn and practice a repertoire of communication skills for engaging in crucial conversations will enhance leadership effectiveness.

The **Practicum and Leading and Learning** bring conversations for the first week of residential development to a close. The **Practicum** is perhaps the most important seminar of the program. During this seminar we will focus on individual areas of growth and self-exploration. Discussion on implementing IPDP, reflective practice and journaling, electronic networking, and mentoring and coaching will provide each member of the Academy with the optimal situated leadership learning experience.

During the seminar on **Leading and Learning** we will experience a learning style survey with specific applications to the learning styles of those within the community. This discussion helps each member of the community begin to wrap-up their learning during the first residential session and personalize experiences for the yearlong Practicum.

After the yearlong Practicum, we will return for your second week of leadership development. The **Second Week of Residential Training and Development** begins by getting reconnected as a learning community and sharing practicum experiences. During **Leading and Learning: Practicum Reflections**, we will share the experiences of the yearlong Practicum.

Dimensions of Leadership, the first of eight new topic areas for the second week of seminars, we will see that the leadership choices we make in one situation are often quite different than the most effective choices for other situations. Completing the Dimensions of Leadership Profile will provide insights into situational leadership.

We will revisit the **Leadership Assessments: Multi-Factor Leadership Questionnaire (MLQ)** and the **Leadership Skills Perceptions Survey 360 (LSPS)**. Prior to attending this second residential session you, your supervisor, and colleagues will have

completed the Interim-Assessment of the MLQ and LSPS. The feedback you received on your pre-assessment and interim-assessments will be made available to you for analysis and discussion. You will have the opportunity to set goals for your continued leadership growth and development leading to the post-assessment process which will occur six months after this second residential session.

With the numerous changes taking place at post-secondary institutions around the world, **Leading and Managing Change** will help us better understand the change process. Examination of key issues such as resistance to change, change readiness, steps in the change process, and communication skills for leaders and managers of change will better prepare us for the increasing demands for leaders and managers of change.

The next seminar focuses on the positive and multi-dimensional perspectives of **Appreciating and Valuing Diversity**. Conversations in this seminar provide growth opportunities for understanding, appreciating, and celebrating unique, individual, and diverse contributions to teams and organizations. We will discuss strategies to create diverse team and organizational cultures that encourage acceptance and celebration of individuals and diversity.

The Balance of Management and Leadership challenges those of us who lead in post-secondary organizations to explore the characteristics of great managers and great leaders. We will investigate key questions related to excellence in management and leadership and learn specific strategies to bring out the best in our colleagues, staff, and faculty through effective communication, leadership, and management strategies.

Leading Part-Time Faculty and Staff is a critical issue facing post-secondary institutions. In this seminar will examine the challenges of hiring, supervising, and including part-time staff on teams and within the organization. Using the dimensions of leadership, communication, and steps in leading change, we can advance and share specific strategies for leading part-time staff.

The seminar on **Hiring and Orienting for Excellence** investigates key components of effective selection and hiring systems. We will discuss best practices in post-secondary institution staff orientation and set goals for implementing orientation strategies best suited to our institutional culture.

Coaching and Developing for Exemplary Performance and Outcomes is a seminar devoted to developing our coaching skills as leaders and managers. A specific set of coaching skills and a discussion of best practices in mentoring provide essential skills for bring out the best in all our faculty, staff and colleagues. Best practices in Staff and Professional Development will be shared and discussed. Opportunities to share appraisal processes and strategies of coaching staff through the life cycle of their professional careers will be offered.

Our Academy journey culminates with conversations on **Recognizing and Celebrating Values and Victories**. Key components of recognizing and celebrating for excellence—setting clear standards, expecting the best, paying attention, personalizing recognition, telling the story, demonstrating leadership best practices,

modeling learning, and celebrating together—have been integrated and practiced throughout our Academy journey.

This Academy journey closes with a **Graduation Ceremony** that celebrates the difference each member of this community is making and will continue to make for their colleagues, campuses, and communities through transformational leadership.