

# Strategic Leadership Certificate Program

## COURSE OUTLINE

### Introducing Core Leadership Competencies

- Four basic styles of leadership
- Key differences between leaders and managers
- Traits of authentic leaders

### The Value of the Vision

- What is vision?
  - Leaders and the vision
- Three levels of leadership
  - A clearly defined vision
- Where does vision come from?
- Evaluating the vision
- Communicating the vision
  - Talk about impacts, not tasks
  - Communication outlets
  - Gaining buy-in
- Aligning mission with vision
- Characteristics of an effective vision

### Communicating Effectively and Confidently

- Communicating with confidence
  - How to establish your credibility
  - Listening until you really hear
  - Asking the right questions without being intrusive
  - Answering questions so people understand and remember what you say
  - Giving advice or that someone can really use
  - Negotiating so everyone feels like a winner
- Communication mastery
  - Different communication styles
  - Working with virtual teams
  - Communicating as a global leader
  - Culture and communication styles
  - Building and maintaining your department or team reputation
- Communication resources
  - Email communications
  - Communicating with social media
  - Using internet sites for business communication
  - Analytics and dashboards
  - Technology tools
  - Video blogging

- Communication strategies
- Elevator Speech
- Board reports and project reports
- Executive summaries
- How to get a seat with the executives

### Building and Maintaining Relationships

- Personality theories
  - The Enneagram of personality
  - Using the Enneagram as a tool
- Enneagram tips for work teams
  - Combining leadership styles with the Enneagram
- Developing a strong team
  - Strategic leadership
  - Group dynamics
- Stages of team development
  - Reaching the next stage of team development
- Creating high-performance work teams
  - Being aware
  - Talent and team development
  - Creating a payroll talent development approach

### The Inclusive Mindset

- Introducing the inclusive mindset
  - How do you embrace diversity and inclusion?
- Diversity redefined: diving into difference
- Tips for the intentionally inclusive leader
- Inclusive vs. exclusion mindset
  - What is the exclusion mindset?
- Uncovering unconscious bias
  - Examining the importance of intent and impact
  - Recognizing microaggressions
- Rediscovering courageous curiosity
- Enhancing active listening skills

### Leading the Team Through Change

- What is a change management process?
- Types of change
- Eight steps to successful change management
- Begin with a vision
- Overcoming resistance
- SWOT analysis

# Strategic Leadership Certificate Program *Cont'd*

- Create a learning culture
- Change vs. transition
- Why transformations fail
- Developing a change management strategy
- Appreciative inquiry theory
  - Begin with a best first question (BFQ)
  - Use the 4-D cycle
  - Open- and closed-ended questions
  - Framing language

## **Understanding the Emotional Impact**

- Intellectual intelligence and emotional intelligence
- IQ, personality, and EI
- Emotional intelligence strategies
  - Relationship management strategies
  - The EQ-i 2.0 model of emotional intelligence
- Emotional intelligence and the Johari window
- Using emotional intelligence in difficult conversations
  - Take a personal inventory
  - The emotional level of the team member
  - The difficult conversation
- Dealing with people you can't stand
- Blending strategy through the lens of understanding
- The 10 most unwanted list

## **Effective Decision-Making**

- Making decisions
- Developing your decision-making skills
  - Decision-making defined
  - Components of decision-making
  - Decision-making mistakes
- An eight-step decision-making process for leaders
- Ethics and decision making
  - The legal test
  - Impact on stakeholders
  - Impact on the larger public
  - Ethics and morality in decision-making

## **Delivering Results**

- From vision to reality
  - Execution
- Essential project management overview
  - The project management triangle
  - What is a project manager's role?
  - Process group 1 – initiating
  - Process group 2 – planning
  - Project considerations
  - Process group 3 – executing
  - Process group 4 – monitoring and controlling
  - Process group 5 – closing
  - Project Evaluation
  - The balanced scorecard approach
- How to achieve results
  - Communicate
  - Design status reports
  - Conduct regular status meetings
  - Monitor risks

## **Leading Authentically**

- Leading authentically
- Expectations of today's leader
- Character
- Identity and our perception of ourselves
- What are your values?
- Walk the talk – creating a branding statement
  - What is personal branding?
  - Boost your personal brand
  - Can your brand change?
- Mentoring future leaders
- Mentorship: sharing, learning, support
- Actions of authentic leaders