



## 9. On Stage: Project teams present research on a business issue.

The Leadership Roundtable (LRT) provides readings, tools and module outlines online through a password-protected website.

See [www.myleadership.com](http://www.myleadership.com) for more information.

1. **Foundational Concepts**: orients and introduces participants to program and “rules of engagement”. Covers the cultural, generational and interpersonal impact of different thinking, learning and gender styles as the underpinning for the leadership learning journey. Participants are quizzed on their knowledge of core leadership competencies and concepts as a baseline for comparison after the program. Learning and growth plans are delineated.
2. **Great Organizations**: explores the lifestyle habits of long-lived, great organizations, nations and societies. Uses current cases in the news to reinforce the concepts of successful culture-building. Includes clarification of the terminology —mission/fundamental purpose, vision and values — as well as a critical assessment of examples from participants’ organizations.
3. **Great Leaders**: Compares and contrasts characters, styles and effectiveness of contemporary and historical leaders during times of crisis and major change. Provides participants practice in leadership story-telling. Enhances awareness of own leadership style, values, beliefs and behaviours. Explores the merits of adaptive leadership.
4. **Leading in Web Time**: Focuses on leading change in tumultuous times. Deepens each participant’s understanding and skills in working with others through the different stages and types of change. Highlights the essential factors for “changing minds”. Includes self-assessment on dealing with and leading change.
5. **Revving Teams**: A highly experiential session accompanied by a case and assessment tools on team dynamics and team participation. Participants learn how to improve their team styles, how to increase team performance and better manage inter-team communications to enhance the “IQ” of an organization.
6. **Sparking Innovation**: Deepens participants’ appreciation of their own and others’ creative capabilities no matter the thinking and learning styles. Provides guidance in removing obstacles to and nurturing creativity in the workplace. Adds to participants’ “tool box” of creative thinking techniques and problem-solving processes.
7. **Strategy Live**: Underlines the importance of strategy execution in the success or failure of leaders. Engages and immerses participants in a lively exploration of best practices in collaborating effectively with their various “communities”. Heightens awareness of proven methods both for shaping and implementing strategy. Helps participants integrate the “habits” of great leadership and management.
8. **Bringing It Home**: A special topic of interest is explored. Participants also review and demonstrate their new leadership knowledge and behaviours, with peer input and coaching. They assess individual and team progress and future goals (as per prior learning plans). Ways to support continuing leadership development are determined.



Programs to develop today's and tomorrow's leaders continue to evolve as we gain a greater understanding of how to make learning "stick". Our program design uses the latest findings from cognitive and social psychology, anthropology, neuroscience and adult education to help participants improve the effectiveness of their leadership.

## Principle 1

Start from the learner's pre-existing understanding of the topic and provide opportunities to challenge or build on that understanding.

**Our LRT:** self-assessment tools, pre- and post tests, simulations, team and small group challenges, various interactive activities.

## Principle 2

Develop competence through deep understanding of facts and ideas that are organized into easy to remember frameworks.

**Our LRT:** core set of interconnected concepts and topics taught over time to the same cohort; current and classical online readings from a range of publications; expert facilitators/speakers with real life experiences.

## Principle 3

Monitor own understanding and progress (have an "internal dialogue").

**Our LRT:** online learning journals with feedback from expert coach; multiple self-assessments including peer feedback; personal growth plans

## Principle 4

Learn within the culture and community where the new knowledge is to be applied and, at the same time, build a community or network of learners.

**Our LRT:** same people learn together over 5 or more months; they share responsibilities for different aspects of the program (for example, facilitating a review of three key readings for the session); highly interactive, skillfully facilitated format provides multiple opportunities to network and form new relationships; peer mentoring enhances understanding of overall organizational strategy and key cross-horizontal issues; peer/ team learning and problem-solving enables sharing of norms, debates and problem-solving on common issues and greater connectedness to the overall organizational direction.

### A Design that Guarantees Significant Improvements

Taken together, the program design provides an integrated, gradually-paced and dynamic learning environment. With the benefit of multiple sessions over time, it proactively and consistently "prompts" current and aspiring leaders at all levels to confront their leadership and management misperceptions. They learn to value an evidence-based management mindset, develop related skills and apply new "thinking tools".

We use these four principles to custom design a program to fit the client's needs and interests. This includes tailoring program content to particular leadership competencies and outcomes as well as common cross-organizational issues of high importance.