



BUILDING THE BREAKAWAY LEADER

Endurance America

The Leadership Academy

COURSE CURRICULUM



ENDURANCE AMERICA
Durable Business Counsel

The Leadership Academy

The role of leadership is to move an organization forward. Effective leaders leverage resources and human capital to provide clarity, governance, support, standards and coaching for those they lead. They relentlessly and actively encourage success. Endurance America has developed the Leadership Academy to provide coaching and training for people desiring to acquire the best practice elements of leadership, and the ever changing science of leadership success. The program is tailored to the specific needs of the client, but will generally cover the following eight topics:

1. Thinking
2. Communication
3. Culture
4. Change
5. Motivation
6. Self-Management
7. Strategic & Judgment Management
8. Breadth & Depth

The outcome from the Leadership Academy will help your employees develop competencies in areas that are vital to performance. We want your employees to find new ideas, stimulate their thinking and hold open discussions on how to apply these competencies to your company.

The following agenda covers a typical 8 day Leadership Academy:

Leadership Academy – Day 1 - Thinking

Highlights for the first day include:

1. Seasoned Judgment
 - Executives are responsible for making far-reaching decisions. They need to sort through complex issues, determine which information has merit and make tough calls. We point out how you can develop your analytical thinking skills, find the information you need, identify underlying issues, and make decisions at the right time.

2. Visionary Thinking
 - Executives are responsible for thinking about the future of their organizations. What do they want to accomplish? Are they going to lead the industry or follow? We show you how to look at your organization with a fresh perspective, break through status-quo thinking and expectations and discuss the future in a way that captures the imagination of the employees in your organization.
3. Financial Acumen
 - Understanding financial information is a bottom-line skill for all executives. If you don't understand the numbers, you won't make the numbers. We outline some of the major areas you should pay attention to and explain some key concepts.
4. Global Perspective
 - As the world grows smaller, an executive's perspective must grow larger. The global marketplace continues to grow, mergers are creating more multinational organizations and events in one area of the world have far-reaching effects. We discuss how to broaden your outlook, anticipate how trends will affect your industry and organization, grasp your organization's market position, and operate in a global economy.

Leadership Academy – Day 2 - Communication

Highlights for the second day include:

1. Fostering Open Dialogue
 - We'll help you create an environment of fearless communication (open and honest), where information flows freely through the layers of the organization.
2. High-Impact Delivery
 - We offer strategies for preparing your presentations, delivering it, answering tough questions and conquering your nerves. The ability to speak with clarity and conviction.
3. Flexibility
 - We will assist you in developing flexibility in communication processes and styles for optimal effectiveness.
4. Listen to Others
 - Listening to others is a core, foundational skill for executives. The ability to listen is key to developing relationships, making decisions, and solving problems. We help you to evaluate your current skills and offer tips for strengthening this core skill.
5. Manage Conflict
 - Effective leaders realize that conflict is a part of any dynamic business organization. They create stronger working relationships and encourage creative solutions by effectively working through conflicts. We offer ideas for improving your conflict management style, communicating constructively during conflict, and facilitating conflict discussion and resolution.

Leadership Academy – Day 3 - Culture

Highlights for the third day include:

1. Presence and Impact of Organizational Culture
 - It all comes down to people. If you don't have the type of people you need or want, your organization will be ineffective. We outline topics of selecting and developing talented people, including specific action steps for succession management and development planning.
2. Impact of Culture on Leadership Behavior, Principles and Practice
 - "If the only tool you have is a hammer, you'll treat every problem like a nail." If you only have one leadership style, you will only be effective with the type of employee that responds to that style. We discuss a number of leadership roles and when it is appropriate to use (or not use) each one.
3. Importance of Aligning Strategy, Culture and Leadership
 - Executives need to know what is happening in all areas of the organization and across the industry. They need to actively cultivate a network of relationships inside and outside the organization, and relate well to colleagues at all levels. Creating and communicating a vision that is aligned with the strategy and direction of the organization is the first step in achieving this goal. Clarifying others' involvement in the vision, inspiring a sense of energy and ownership, creating an environment of high performance, and recognizing the efforts of others define the subsequent steps. We give you suggestions for each of these areas.

Leadership Academy – Day 4 - Change

Highlights for the fourth day include:

1. Physiological Dynamics of Change
 - Today's executive need to do far more than simply manage change; they need to passionately champion both change and innovation to stay ahead of the competition. We discuss how to create original and innovative solutions, be resourceful by taking what is and making it better and encourage innovation in others along with the physiological characteristics of change on individuals and how to deal with those characteristics..
2. The Change Cycle
 - Change is the single most important element of successful business management today. We will walk through the Change Cycle, the behavior observed and actions to minimize the adverse behaviors and techniques to assist people to process through the cycle in a positive and timely manner.

3. Maintaining Productivity

- One of the hallmarks of an effective executive is to both get results and generate a high level of morale among employees. We will provide tools to maintain and improve productivity during a “white water” world of change.

Leadership Academy – Day 5 - Motivation

Highlights for the fifth day include:

1. Sustaining and Creating Motivation
 - Motives have been identified as intrinsically satisfying and therefore profound in their ability to shape behavior. Our motives are different from our values. Values are determined by our environment, and therefore less potent as a motivating factor; Achievement, Affiliation, Power. We will explore the motivational component of the science of leadership.
2. Drive for Stakeholder Success
 - The challenge for an executive – pulling stakeholder groups together to pursue aggressive goals and achieve results that will benefit everyone. We share tips on how you can do what is best for all your stakeholders, including customers, shareholders and employees.
3. Lead Courageously
 - Today’s leaders must demonstrate principled leadership, personal courage, and decisiveness. They must be willing to endure difficulty, take risks, and live their values despite discomfort. Principled leaders confront others when necessary, but do so in a respectful way. We show you how to clarify what is important to you, act consistent with your principles, and address tough issues promptly and courageously.
4. Six Elements of an Integrated Motivation Program
 - A step-by-step program for creating an integrated, synergistic motivational program grounded in the belief that employees can simultaneously be high performers and personally satisfied.
5. Risk Taking
 - We discuss how to champion new ideas within your organization, make opportunities a reality and foster creativity and risk taking with your employees.

Leadership Academy – Day 6 – Self-Management

Highlights for the sixth day include:

1. Confidence
 - Confidence is hard to nail down – you need it to be a leader but you don’t want to have so much that you come across as an egotist. We talk about genuine, mature confidence that allows people to face both their strengths and shortcomings, stand their ground on important issues, and share credit with others along with the five essential factors; reliability, fairness, caring, openness, and competence.

2. Adaptability
 - Executives who try to do things in a traditional way often find that they are fighting a losing battle. We cover some of the big topics: stress, pressure change, ambiguity, and remaining positive.
3. Career and Self-Direction
 - What is your plan? We outline ways in which you can purposefully plan your career and align it with your deeply held values. We also talk about work/life balance and prioritizing your time so you can pursue what is important to you.
4. Inspiring Trust
 - How does a executive go about building trust? By being consistent, communicating honestly, following through on commitments, to name a few. We discuss the key components of creating an environment where uncompromising integrity is the norm.
5. Influencing Others
 - The ability to influence others, with or without authority, has become increasingly important in today's flatter, more matrix driven organizations. We cover suggestions for presenting a compelling case for your position, garnering support from others, negotiating persuasively and creating win/win outcomes.
6. Practice Self-Development
 - As the pace of change continues to intensify in today's business environment, executive success now requires a serious commitment to ongoing learning and self-development. We outline a process to help you proactively drive your own development and establish a cycle of continuous learning.

Leadership Academy – Day 7 – Strategic & Judgment Management

Highlights for the seventh day include:

1. Analyze Issues
 - In today's fast paced environment, executives are faced with a myriad of issues each day – some are straightforward and uncomplicated, yet many others are complex and require focused, systematic analysis. We offer guidelines for improving your analytical skills, including diagnosing the root cause, gathering and integrating critical information for analysis, and detecting flaws in reasoning.
2. Sound Judgment
 - Making decisions is a critical part of every executive's job. We outline suggestions for improving both the process and the outcome of your decisions.
3. Thinking and Shaping Strategy
 - What is Strategy? What distinguishes your strategy from that of your competition? We offer suggestions on this key component of the executive role and those that will help you develop a strategic mind-set and apply these skills to more effectively lead your team.

Leadership Academy – Day 8 – Breadth & Depth

Highlights for the eighth day include:

1. Cross-Functional Capacity
 - Executives often rise through the ranks in one area of the organization. As they advance, they realize that their knowledge of other functions must increase because their work intersects with other groups. We discuss the functions common to most organizations and give you strategies for working across functional and organizational lines.
2. Industry Knowledge
 - How can you possibly keep up with all that is going on in your industry? We talk about how to develop your historical sense, how to assess your competitors within your industry and why you should learn about industries outside your realm.

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Class size up to twenty leaders

Taught in 2 day increments over 3 months

Recommended off-site

Between \$48,000 to \$64,000 for entire series

Workbooks, templates, tools, and audio CD support provided

In class project design and support provided