Leadership: Making an Impact and Inspiring Your Organization Course Outline

Course Overview

Put aside the overhyped new frameworks. The critical leadership practices – the one that will allow a leader to make the biggest impact over time – are well established. They're about how you create a vision and inspire others to follow it. How you make difficult strategic choices. How you lead innovation. How you get results. These fundamental skills are even more important today as organizations and teams become increasingly networked, virtual, agile, fast-moving, and socially conscious. This course distills proven ideas and frameworks about leadership from *Harvard Business Review*, while making the learning very applicable, interactive, and hands-on. Topics include:

- Building a Vision
- Developing a Strategy
- Getting Great People on Boards

- Focusing on Results
- Innovating for the Future
- Leading Yourself

Course Details

Class Duration	3 days (21 contact hours)
Course Materials Provided	Student manual and electronic files
Course Price	$1,495 per participant. Special group pricing available.

Prerequisites

A basic familiarity with the subject matter is helpful, but not required.

Instructor and Courseware Designer

Brian Salk, PhD, PMP®, PMI-ACP®, has over 30 years of experience, specializing in hands-on traditional and agile project management, leadership, training, and consulting. He manages a variety of consulting and training programs and projects for his organization and for a number of Fortune 500 customers. His global clientele includes organizations in North America, South America, Europe, and the Middle East. In addition to authoring hundreds of training courses, Dr. Brian frequently delivers leadership training, management training, project-management certification training (e.g., PMP®) project-management best practices training, and a wide variety of business skills training. He is a four-time winner of the prestigious Worldwide Excellence in Training award from a global training organization, recognizing the 25 highest-rated instructors from a network of over 2,400. Dr. Brian earned his PhD from Fielding Graduate University in the field of Human and Organizational Systems, with a focus on effective methodologies related to project management education, and his Masters of Arts (Education) from the University of Michigan

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Lesson 1: Building a Unifying Vision
- What is Leadership?
- How to develop as a Leader: The Six Practices
- What is a Vision?
- Elements of a Vision
- Crafting Your Vision
  - Evaluate Current Vision
  - Develop a Starting Point Vision
  - Engage Stakeholders
  - Align People's Work to the Vision

Lesson 2: Developing a Strategy
- What is a Strategy?
- The Process of Strategy
- Developing a Process to Make Strategic Choices
  - Set the Stage
  - Set Strategic Goals
  - Understand Your Current Situation
  - Develop Options for Where and How to Compete
  - Assess Options, Engage Stakeholders, and Move Towards Decisions
  - Allocated Resources and Manage Implementation

Lesson 3: Getting Great People on Boards
- Assembling Your Leadership Team
  - Recruit the Right Leaders
  - Make Tough Decisions
  - Build Your Team and Coordinate an Organization of Teams
- Harness Performance Feedback
- Get Through with Tough Feedback
- Team Feedback
- Feedback Throughout the Organization
- Fostering Learning and Development
  - Put Your Time into Top Talent
  - Stretch Your High Potentials
  - Sharing Your Incentives Philosophy
  - Make Your Incentive Philosophy Explicit
- Shaping a Culture for Executing Your Strategy

- Define Your Cultural Goals
- Shift the Culture
- Harness Performance Feedback
- Foster Career Development

Lesson 4: Focusing on Results
- Setting High Performance Goals and Holding People Accountable
- Rachet Up Expectations
- Reducing Organizational Complexity
- Building Capabilities While Growing Results
- Maintaining Organizational Discipline
- Get the Right Metrics
- Set an Effective Organizational Review Cadence
- Lead Candid Dialog
- The Leadership Difference

Lesson 5: Innovating for the Future
- Balancing the Present and the Future
- Creating the Bandwidth to Focus on the Future
- Taking a Portfolio Approach
- Getting Ready for the Future
  - Build a Surplus for Fund the Future
  - Incremental Innovation
  - Set the Horizons for Breakthrough Innovation
- Shaping the Future
- Disruptive Innovation
- Corporate Venturing and Partnering
- Lean Innovation
- Encourage Controlled Failure
- Build a Future-Focused Culture
  - Developing a Learning Capability
  - Incentivizing Innovation
  - Modeling Innovative Thinking
  - Sustainability

Lesson 6: Leading Yourself

- Knowing Yourself
  - Your Character, Purpose, Values, Style and Habits
  - Your Knowledge and Skills
  - Getting the Outside Perspective
- Growing Yourself
  - Choosing and Approach for Learning: Formal, Informal, On-The-Job
  - Learn from Others
- Sharing Yourself
  - Growing Others
  - Broadening Horizons
- Taking Care of Yourself
  - Personal Strategies
  - Achieving Broader Balance

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