

## THE ADVANCED LEADERSHIP ACADEMY: THE JOURNEY FOR INSPIRED LEADERSHIP

The Advanced Leadership Academy will invite you into collaborative inquiry, in-depth discussions, dialogue, and discovery on the most contemporary and up-to-date theory and research on leadership. Two facilitators, along with Exemplary leaders serving as guest **Speakers and Provocateurs**, will share their stories and invite you to engage in affirmative questioning. You will have an opportunity to share stories of exceptional leadership, discuss the core issues of leadership and deliberate upon the aspects of your personal leadership history that you most value and want to enhance in the future.

We will begin our journey in the Advanced Leadership Academy with three days of residential seminars which serve to build a community of advanced leadership practitioners, explore current research and literature on transformational leadership, and invite inquiry and reflection into advanced leadership practices. **Peak Moments of Leadership** initiates our conversations. As we discuss peak moments in leadership we will create great possibilities for ourselves, our teams, and our communities; then turn those thoughts into action plans for personal and professional growth.

Creating peak experiences in leadership requires establishing relationships, nurturing those relationships, and encouraging others to form and nurture relationships as well. **Leadership as a Relationship** will focus on the realization that trust and credibility are the foundation of all relationships and that people within our organizations want meaningful work and a connection to a larger purpose which ennobles and energizes their efforts. By investigating the theories, research, and writings of today's contemporary authors and hearing the stories of exemplary leaders in post-secondary education we will begin to investigate the nature of relationships in our work.

Relationships are a significant part of life, both at work and in our personal lives. Relationships bring us benefits and challenges. Using the DiSC® Indra™ for the purposes of **Understanding Self and Relationships** we will learn about ourselves, ourselves in relation to others, and how to be more comfortable and effective in our relationships. The DiSC® Indra™ merges the DiSC® model of work-style behavior with the concepts and methods of interpersonal relationship communication. Our goal is to use the DiSC® Indra™ to bring learning and understanding of work and behavior style to the next level, allowing us to explain the connectedness of styles, interpersonal tensions and conflict, interpersonal range of motion, style shift, and interpersonal relationship fit among colleagues, teams, departments, and institutions.

As a leader in the Advanced Leadership Program, you will have the opportunity to receive feedback through the **Advanced Leadership Perceptions Survey (ALPS)**. This 360° survey will be completed by you, your supervisor, colleagues, and direct reports. The survey will be administered prior to the Advanced Leadership Academy, at the conclusion of the Practicum, and six months after the advanced leadership experience. Pre-, Interim-, and Post-Survey Results will provide you with essential perceptions on areas of advanced leadership over the course of one year. The survey and survey results on the Pre-Survey will be discussed during the first five days of residential experiences. Opportunities for personal

and professional growth based on the ALPS benchmark data will be provided and encouraged.

Ethics are at the center of all we do as leaders. Discussing ethical issues from the headlines, we will delve into the questions of personal and professional ethics. We will focus on post-secondary organizations and the ethical issues before us. Ethical dilemmas facing our campuses and organizations will provide the foundation for rich discussions and experiences with personal, professional, and organizational values and ethics. Focusing specifically on **Ethics and Leadership** we will ask you to reflect on and set forth a personal and professional plan for affirming personal and professional ethics in your organization.

We will investigate and discuss major research findings in the contemporary leadership literature. Our focus will be on using these key research findings as a guide to navigate the **Challenges of Inspired Leadership**. With the research as a source of knowledge and inspiration, we will work to develop a set of advanced leadership principles to serve as standards to guide our behavior and create coherence in leadership efforts. Through experiences, discussion, reflection, and dialogue in a leadership summit, we will move key research findings forward into Principles of Advanced Leadership in post-secondary settings. These principles will guide each of us as we develop specific approaches, strategies, techniques, and best practices in leadership to serve our teams, departments, campuses, and communities. Our quest for the Principles of Advanced Leadership will take the form of study, reflection, critical thinking, and application.

We will close our first three days residential seminars with conversations on **Servant Leadership**. Servant Leadership allows us to see leadership as an opportunity to create lives and organizations that we truly desire by understanding the enlivening spirit within them, their colleagues, and their organizations. Through reflective practice, collective dialogue, and experiences, we will explore the central themes of servant leadership and develop implementation strategies to deepen our ability to create trust through meaningful, committed relationships within our teams, departments, and organization. We will have the opportunity to experience servant leadership as a process of serving others, listening willingly and appreciatively to other's stories, speaking truthfully, encouraging others to live up to their potential by providing encouragement and resources. Distinguishing the visionary and implementation aspects of servant leadership, we will develop servant leadership plans for caring, valuing, and unleashing the potential of others.

Throughout the first three days of residential seminars for the Academy for Advanced Leadership, you will be developing an **Advanced Leadership Development Plan (ALDP)** designed to allow you to reflect on and set goals for yourself on seminar topics. You will have the opportunity to develop implementation plans that contain specific, measurable objectives that are directly related to your particular leadership roles and responsibilities. The Advanced Leadership Academy six-month Practicum provides you with opportunities to implement your ALDP, engage in reflective practice and journaling, continue dialogue and discovery through electronic networking with our community of leaders, and work with two Leadership Program Mentors. You will be encouraged to engage in mentoring dialogues with a post-secondary leader and a community, business, industry, or social sector leader for the purposes of advancing your personal insights and understandings of

leadership. During the six-month **Practicum** of the Advanced Leadership Academy, you will also receive Executive Coaching to help you meet your advanced leadership goals.

At the conclusion of the Practicum you will return for another three days of residential seminars with the Advanced Leadership Academy. During these seminars you will have the opportunity to share your personal and professional growth by engaging in collaborative dialogue, reflective practice, and interactive experiences as we share and celebrate learning outcomes of the Practicum experiences. Our focus will be on **Lessons Learned and Leadership Transformed**. We will use our understanding of lessons learned to work to identify strengths, and then improve and intensify them. This second residential experience will challenge you to advance your leadership by capitalizing and building on your practicum achievements and **Focusing Your Vision** of inspired transformational leadership.

One area of continued growth will be our investigations into understanding individuals, talents, and strengths. To be inspired transformational leaders, we must be adept in the art of understanding, reading, analyzing, and aligning individual strengths and talents for sustained personal and professional growth and team performance. Our inquiries into the Research and Applications of **Leading and Managing with Strengths** and **Recognizing and Aligning Individual and Team Strengths for Sustained Success** will provide critical understanding about individuals and organizational systems. Surveying the research, theory, and best practices from the Gallup Organization, we will explore and be attentive to individual talent and relationship issues that can have positive impact on our work. We will engage in experiences, dialogue, and discussion on issues of energy, culture, climate, morale, and community. We will work together to construct a vision of what we, our colleagues, teams, and systems might be by identifying strengths and developing plans to align and capitalize on them.

Continuing to assess your growth as a leader, you will have the opportunity to assess new feedback through the **Advanced Leadership Perceptions Survey (ALPS)**. Prior to returning for the second residential experience, you will again complete the ALPS 360° survey. Your supervisor, colleagues, and direct reports will also complete the survey for the Interim-Survey Report. The Interim-Survey Results will provide you with essential perceptions on areas of advanced leadership over the course of the first residential experience and the Practicum. The Post-Survey will be administered six months after the second residential Advanced Leadership Academy Program and provide a final assessment of your advanced leadership.

**Leading Your Organization from “Good to Great”** investigates the major research findings in contemporary organizational and leadership literature. Our focus will be on using these key research findings as a continuing guide in developing **Principles of Advanced Leadership**. With the research as a source of knowledge and inspiration, we will work to develop a set of advanced leadership principles to serve as standards to guide our behavior and create coherence in our leadership efforts. Through experiences, discussion, reflection, and dialogue in a leadership summit, we will move key research findings forward **Creating Momentum for Organizational Change**. These principles will guide each of us as we develop specific approaches, strategies, techniques, or best practices in leadership to serve our teams, departments, campuses, and communities. **Technology as an Accelerator**

**in Post-Secondary Organizations** will close our conversations on leading our organizations from “Good to Great.”

Leadership in today’s organizations requires knowledgeable **Stewardship**. Risk management and stewardship of individual and organizational resources is critical for transformational leadership. Startling revelations regarding risks in our organizations will lead us to an in-depth discussion of our role and responsibilities as leaders with regard to stewardship and risk management. The primary concerns will help us create leadership strategies to build a personal, social, and organizational architecture for stewardship and risk management within our communities. We will discuss ways that stewardship might re-define our roles and responsibilities as leaders.

Many believe that leading and managing are distinct behaviors and skill-sets. As a leader in education, you are also a manager. Leading and managing through coaching and mentoring are critical to success for post-secondary leaders. In this seminar we will focus specific on **Leading and Managing From the Middle** by integrating the Megatrend of “Leading from the Middle” and Large Scale-Social Change Theory. We will explore your role as a leader in the middle of the organization and change theory. Adapting findings from contemporary research, you will find this seminar valuable in understanding the importance and power of interpersonal relationships and social change theory.

Investing in relationship chemistry, speaking truth to power, and communicating with clarity are key components of **Leading Up, Down, and All Around**. As leaders in post-secondary organizations, we all get the opportunity to Lead Up. Whether we are leading up to a supervisor, dean, vice-president, or board, our success, and the success of our team and organization, depends on our ability to communicate effectively with those above us. Likewise, we must be able to communicate effectively and lead our colleagues, co-workers, and support staff. During this seminar we identify key leadership issues related to managing and leading others. We will engage in strategy discussions, skill building, and assessments of leadership and management outcomes. Coaching strategies for managing **Crucial Conversations** in challenging and conflict situations will be discussed and practiced.

There are leaders at every level of the organization and it is the role and responsibility of advanced leaders to recognize others and empower them to become the leaders they are capable of being. In our seminar entitled **Developing the Leaders Around You**, we investigate strategies for developing the leadership potential on our teams and within our institutions. Just as we began our journey by discussing the relationship dimensions of leadership, we begin to close our journey together by discussing ways that we can invest in relationships that foster leadership growth in others.

Our Advanced Leadership Academy journey closes with a look at the essential elements of **Authentic Leadership**. Building an enduring leadership legacy requires leaders who have a clear understanding their purpose, practice solid values, lead with heart, establish connected relationships, and demonstrate self-discipline. These are the qualities of Authentic Leadership.

We will close with an **Advanced Leadership Academy Graduation and Celebration**.