

EXECUTIVE DEVELOPMENT 2024



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Date	Program
2/21	The Future of Work is Now: Leadership, Reinvented
3/12	The R Factor: The One Thing that Makes All the Difference
4/18	Accountability that Works! Lead, Follow, & Clear the Way
5/15	Spark Brilliance: Igniting, Engaging, & Transforming High Performing Teams
9/19	The Art of Recognition & Engagement: How Great Leaders Take Care of Their People
10/3	The Power of Healthy Tension: The Secret to Resilience & Results in a Polarized World
10/23	Communicating with Impact: Six Keys Leaders Use to Effectively Communicate & Achieve Greater Results
11/13	Change Enthusiasm: Exploring Critical Skills for Inspired Leadership Through Change



FACTORS

Every leader has a unique path. Let us be your guide.

Identify the competency or skill you are looking to develop from the list below and find the programs that will address that skill. Program dates and descriptions are listed in detail throughout this document.

Factor I: Thought

Decision Quality

 The R Factor: The One Thing that Makes All the Difference

Manages Complexity

- The Power of Healthy Tension: The Secret to Resilience & Results in a Polarized World
- The R Factor: The One Thing that Makes All the Difference

Factor II: Results

Action Oriented

- Accountability that Works!: Lead, Follow, & Clear the Way
- Change Enthusiasm: Exploring Critical Skills for Inspired Leadership Through Change
- Communicating with Impact: Six Keys Leaders Use to Effectively Communicate & Achieve Greater Results
- The R Factor: The One Thing that Makes All the Difference

Drives Results

- Accountability that Works!:Lead, Follow, & Clear the Way
- Communicating with Impact: Six Keys Leaders Use to Effectively Communicate & Achieve Greater Results
- Spark Brilliance: Igniting, Engaging, & Transforming High Performing Teams
- The Art of Recognition & Engagement: How Great Leaders Take Care of Their People
- The Future of Work is Now: Leadership, Reinvented
- The R Factor: The One Thing that Makes All the Difference

Ensures Accountability

- Accountability that Works!: Lead, Follow, & Clear the Way
- The R Factor: The One Thing that Makes All the Difference

Factor III: People

Builds Effective Teams

 The Art of Recognition & Engagement: How Great Leaders Take Care of Their People

Builds Networks

Leaders Use to Effectively Communicate

& Achieve Greater Results

Collaborates

- Spark Brilliance: Igniting, Engaging, & Transforming High Performing Teams
- o The Future of Work is Now: Leadership, Reinvented

Communicates Effectively

- Communicating with Impact: Six Keys Leaders Use to Effectively Communicate & Achieve Greater Results
- Spark Brilliance: Igniting, Engaging, & Transforming High Performing Teams
- o The Future of Work is Now: Leadership, Reinvented
- o The Power of Healthy Tension: The Secret to Resilience & Results in a Polarized World

Develops Talent

- Accountability that Works!: Lead, Follow, & Clear the Way
- The Art of Recognition & Engagement: How Great Leaders Take Care of Their People

Drives Engagement

- Accountability that Works!: Lead, Follow, & Clear the Way
- Change Enthusiasm: Exploring Critical Skills for Inspired Leadership Through Change
- Spark Brilliance: Igniting, Engaging, & Transforming High Performing Teams
- The Art of Recognition & Engagement: How Great Leaders Take Care of Their People.
- The Future of Work is Now: Leadership, Reinvented

Manages Conflict

o The Power of Healthy Tension: The Secret to Resilience & Results in a Polarized World

Persuades

 Communicating with Impact: Six Keys Leaders Use to Effectively Communicate & Achieve Greater Results

Organizational Savvy

 Change Enthusiasm: Exploring Critical Skills for Inspired Leadership Through Change

Values Differences

o The Power of Healthy Tension: The Secret to Resilience & Results in a Polarized World



Factor IV: Self

Being Resilient

 Change Enthusiasm: Exploring Critical Skills for Inspired Leadership Through Change

Instills Trust

- Spark Brilliance: Igniting, Engaging, & Transforming High Performing Teams
- o The Art of Recognition & Engagement: How Great Leaders Take Care of Their People
- The Future of Work is Now: Leadership, Reinvented

Situational Adaptability

- o Change Enthusiasm: Exploring Critical Skills for Inspired Leadership Through Change
- o The Power of Healthy Tension: The Secret to Resilience & Results in a Polarized World





HAMZA KHAN

THE FUTURE OF WORK IS NOW: LEADERSHIP, REINVENTED

FEBRUARY 21, 2024 | 9:00 A.M. - 4:00 P.M.

As a result of the sudden and drastic changes over the past few years, organizations have experienced morale, engagement, productivity, and retention issues. As you lead in an environment characterized by volatility, uncertainty, complexity, and ambiguity (VUCA), you now face yet another challenge — navigating the fast-approaching future of work, an always-on "new abnormal" characterized by hybrid work styles, labor shortages, persistent disruption, and shifting employee behaviors and expectations.

To meet this series of challenges, future-friendly organizations require a renewed leadership ethos and a significant leap beyond the old management paradigms. Enter "modern leadership," a system of action that is profoundly human-centric, change-friendly, self-disrupting, and value-driven. Drawing on recent examples of successful modern leaders, Hamza Khan will show you how to operationalize and maximize intertwined people-first values such as servitude, innovation, diversity, and empathy (S.I.D.E).

In today's world, leadership moments come in higher volumes and at higher frequencies than ever before. And as a more resilient leader, you will create a more resilient team and/or organization. While you may not be certain when your next moment will occur, you do know that it will. By embracing and implementing the action oriented practices of S.I.D.E, you can be assured that the rate of performance inside your team and/or organization will exceed the rate of frustration that is caused by the VUCA you are facing.

This program will help leaders:

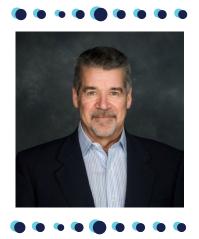
- Grasp the concepts that are driving the future of work and why adapting today will help lead to a more inclusive and engaged workplace.
- Understand how to operationalize and maximize modern, critical leadership values (servitude, innovation, diversity, and empathy) to future-proof success.
- Adopt a more human-centric and contemporary approach to leading in a VUCA world.

Competencies Addressed: Collaborates, Communicates Effectively, Drives Engagement, Drives Results, Instills Trust

HAMZA KHAN

Hamza Khan believes the future of work is more human, not less. Rather than be reactive to rapidly changing external conditions, he shows leaders how to embrace a bold "people first" approach to better support diverse, engaged, and connected teams. Hamza is a multi-award-winning entrepreneur, bestselling author, and world-renowned speaker whose TEDx talk "Stop Managing, Start Leading" has been viewed over two million times. He has spoken to some of the world's most dynamic organizations, such as Microsoft, PepsiCo, LinkedIn, Deloitte, Salesforce, and TikTok. These leading organizations trust him to inspire modern leadership, unleash purposeful productivity, transcend burnout culture, and embrace constant change. As a trusted thought leader, Hamza's insights have been featured by notable media outlets such as Inc., Bloomberg, and Business Insider. He is also the bestselling author of *The Burnout Gamble: Achieve More by Beating Burnout and Building Resilience* and *Leadership, Reinvented: How to Foster Empathy, Servitude, Diversity, and Innovation in the Workplace.*





TIM KIGHT

THE R FACTOR: THE ONE THING THAT MAKES ALL THE DIFFERENCE

MARCH 12, 2024 | 9:00 A.M. - 4:00 P.M.

Behavior is the one thing that affects everything. The R Factor is a critical performance resource! It equips people with the mindset and skill set to be intentional about the way they think, make decisions, and take action. The R Factor is built on a game-changing equation: E + R = O. The key to producing outcomes is not the events that people encounter, but how they choose to respond. And, elite performers are exceptional in how they manage their responses.

Let's face it, you are constantly making R Factor decisions. You choose what actions you will take in pursuit of your goals. You choose whether to give up or persevere through the inevitable obstacles you will experience. You choose how to interact with people at work and family at home. The way you manage the R is the most powerful factor in your journey through life.

Behavior that is intentional, on-purpose, and skillful is Discipline-driven. But it's easier to be impulsive, on-autopilot, and resistant which is Default-driven. When leaders operate with Discipline they take ownership of their 20 square feet and they team better, work harder, learn faster, communicate more clearly, and are more resilient. When leaders operate on Default they get hijacked by the power of impulse, caught in the gravitational pull of old habits, and stuck in the routines of their comfort zone.

The simple truth is that disciplined action is the foundation for success in life and at work. E+R=O is the toolbox that equips you to choose Discipline over Default. In this powerful and practical program you will learn and engage in the performance pathway, E+R=O, and the six R Factor disciplines that will provide you with a launching point to reach elite performance.

This program will help leaders:

- Comprehend the importance of the Performance Pathway the heartbeat of every organization.
- Develop the skill set and mindset to successfully implement E+R=O into your daily interactions.
- Understand and apply six critical disciplines that support elite performance in your workplace, home, and community.

Competencies Addressed: Action Oriented, Decision Quality, Drives Results, Ensures Accountability, Manages Complexity

TIM KIGHT

Tim Kight is founder and CEO of Focus3, a firm whose mission is to maximize the effectiveness of leaders, the strength of the culture, and the impact of people. For more than 30 years, Tim has been teaching a clear, simple, actionable system to help organizations produce exceptional results. He delivers a powerful message on the mindset and skill set that are the heartbeat of individual and organizational performance. Tim was a contributing author for the New York Times best-seller, *Above the Line*. His work has been featured in the Wall Street Journal, Sports Illustrated, and ESPN. He is also the host of the widely acclaimed Focus 3 Podcast.





LINDA GALINDO

ACCOUNTABILITY THAT WORKS!: LEAD, FOLLOW, & CLEAR THE WAY

APRIL 18, 2024 | 9:00 A.M. - 4:00 P.M.

Imagine a world in which everyone, regardless of position or circumstances, is accountable for their results. The concept of personal accountability understood and embedded in individual and collective mindsets is second-to-none in ensuring and sustaining high performance. Personal accountability results in less time spent managing, and more time spent coaching, mentoring, and leading.

In today's workplace, the concept of accountability has taken center stage as a vital business concern. Yet, it is all too often confused with punishment, fault-finding, blame, and guilt. If employees take ownership for the success or failure of tasks, projects or initiatives, then an environment of trust, alignment, communication, and accountability can be created. Employees who demonstrate responsibility, self-empowerment, and accountability are an organization's competitive advantage and the one's you want to develop as your organization's future leaders.

Everyone wants a high-performing team that gets results, fast. But speed and execution are impossible without accountability. Linda Galindo will show you how to instill accountability in the workplace starting with yourself. You will benefit from completing the Mindset of Accountability Assessment which will help to diagnose your starting point for accountability and understand the reasons for your frustrations. You will also learn how to create an environment of ownership for results before the fact that creates clear agreements, execution on plans, and success for your organization, your team, and yourself.

This program will help leaders:

- Debrief your Mindset of Accountability Assessment and identify your unique opportunities to develop as an accountable leader.
- Engage in learning that addresses accountability blind spots that can block your effectiveness in holding yourself and others accountable.
- Practice the tools that overcome obstacles to developing accountability in others and your workplace overall.

Competencies Addressed: Action Oriented, Develops Talent, Drives Engagement, Drives Results, Ensures Accountability

LINDA GALINDO

Linda Galindo is an international author, educator, speaker, and consultant who is an expert in the field of personal and organizational accountability and high-performance executive team building. Linda speaks nationally on the topics of leadership accountability and creating the culture change to bring about an accountable organization. Over the past 20 years, she has worked with CEOs, surgeons, elected officials, and organizations including The Naval Reactors Facility, The Sundance Institute, LinkedIn, the Children's Hospital of Philadelphia, Park City Municipal Corporation, and Genetech. Linda authored the 85% Solution: How Personal Accountability Guarantees Success. No Nonsense. No Excuses; Where Winners Live: Sell More, Earn More, Achieve More Through Personal Accountability (coauthor); and Way to Grow!: Cultivating the Weeds, Daisies, and Orchids in Your Organization.





JACKIE INSINGER

SPARK BRILLIANCE: IGNITING, ENGAGING, & TRANSFORMING HIGH PERFORMING TEAMS

MAY 15, 2024 | 9:00 A.M. - 4:00 P.M.

As a leader, you are always looking for ways to enhance the performance of your team. And, as that team grows, your time and attention become more and more limited; your skills as a leader can only stretch so far. If you've ever wished you could simply clone yourself, this is the experience for you. Yet, where does this brilliance start? Brilliance begins with you, the leader. Brilliance in all aspects of our experience as humans: our relationships, our talent, our performance, our outlook. Create the spark, ignite your team's potential, and watch the fireworks begin.

Complications arise in creating this spark when we hold on deeply to the "Golden Rule" of *treating others how we want to be treated*. Instead, applying the Platinum Rule – *treat others how they wish to be treated* — as a different lens of modern leadership. "Platinum Leadership," a positive psychology-driven methodology builds authentic connections and sparks optimism, creativity, and joy in the people you lead. While this makes sense how do you go about doing so?

In this inspiring and actionable program, you will dive into four key components (Discover, Understand, Trust, and Practice) to help you ignite and engage high team performance. From this experience, you will walk away with tools to build authentic connection, spark optimism, and drive greater results from the people you lead — and for your organization. It's time to "simplify what's messy" and help people optimize their brain and behavior for success!

This program will help leaders:

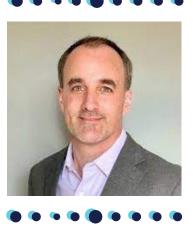
- Implement Platinum Leadership, listen to understand, and communicate effectively so team members will openly receive your message.
- Establish an environment of psychological safety and trust for creativity and high-performance.
- · Leverage neuroplasticity and gratitude to foster positive, collaborative, and solution-focused mindsets.

Competencies Addressed: Collaborates, Communicates Effectively, Drives Engagement, Drives Results, Instills Trust

JACKIE INSINGER

Jackie Insinger is a bestselling author, speaker, and a sought-after leadership and team dynamics consultant and coach. With a Psychology degree from Duke University and a Masters from Harvard, Jackie's work with individuals and teams has positively impacted thousands of people and organizations throughout the world. Based on her impressive track record of successfully impacting growth metrics, as well as personal and professional achievements and honors, Jackie has been selected as an Official Member of Forbes Coaches Council and Harvard Business Review Advisory Council. Jackie has been featured in Forbes, Inc. Magazine, Entrepreneur, Fast Company, CEO World Magazine, HR.com, and many other business news outlets. Her book, *Spark Brilliance: How the Science of Positive Psychology Will Ignite, Engage, and Transform Your Team*, has hit the bestseller list in eight business categories.





CHRISTOPHER LITTLEFIELD

THE ART OF RECOGNITION & ENGAGEMENT: HOW GREAT LEADERS TAKE CARE OF THEIR PEOPLE

SEPTEMBER 19, 2024 | 9:00 A.M. – 4:00 P.M.

Do your people feel valued by you as a leader? If not, they may be looking for another job. In today's competitive labor market losing a key person can be devastating for your organization. Yet, many leaders use the excuse of being too busy to avoid having the simple day to day conversations that would have had their employees stay. When effort goes unnoticed it turns into resentment, unaddressed issues turn into toxic dynamics, and fed-up high-performers leave. If you want to build and maintain the respect, trust, and relationships that have people feel valued and allows great work to get done it is time to master the Art of Recognition and Engagement.

After watching a 15-minute recognition activity transform what had become a toxic dynamic on his own team, Christopher spent the next year interviewing 400+ people to understand the role of recognition in relationships and what employees need to feel valued at work. He has since spent the last decade using his research to help leaders across six continents create cultures people love.

In this highly interactive program, leaders will be exposed to a hidden side of recognition, learn the most common misuses of recognition that sabotage engagement efforts, and how to master both standard and reflective recognition. Christopher will introduce you to the core elements of engagement, help you assess how you are doing with your people, and provide strategies to address any gaps. You will leave with an abundance of tried and tested check-ins, relationship building activities, team rituals, and tools to help you maintain an employee experience that gets results.

This program will help leaders:

- Understand what your people really want and need to feel valued and be at their best.
- Learn the key ingredients for engaging employees, assess your current performance with each employee, and set follow-up actions to address gaps.
- Master the most fundamental leadership imperative of day-to-day appreciation and recognition.

Competencies Addressed: Builds Effective Teams, Develops Talent, Drives Engagement, Drives Results, Instills Trust

CHRISTOPHER LITTLEFIELD

Christopher Littlefield is an international and TEDx speaker, an expert in employee appreciation, recognition, workplace culture, and the founder of Beyond Thank You. He has trained thousands of leaders, across six continents, on how to understand what their people want and need to be at their best. His clients include Accenture, Boston Medical Center, Lebanese Postal Services, MIT Sloan School of Management, the Reserve Bank of Australia, Salesforce, the U.S. Army, the United Nations, and more. His work has been featured in New York, Inc., Mindful, and British Psychologies Magazine, and profiled in the Harvard Business Review. Christopher is a regular contributor to Forbes and the Harvard Business Review and the author of the bestselling book, 75+Team Building Activities for Remote Teams.





TIM ARNOLD

THE POWER OF HEALTHY TENSION: THE SECRET TO **RESILIENCE & RESULTS IN A POLARIZED WORLD**

OCTOBER 3, 2024 | 9:00 A.M. - 4:00 P.M.

Often leaders and teams have a clear vision, but fail to live it out. They feel stuck because of conflicting values, division within the team, or frankly a resistance to change. Most teams fail to reach their full potential because they get bogged down by unproductive conflict and polarizing points of view.

As humans, we tend to naturally see things from a right or wrong, or good or bad perspective, and take an "either/or approach" to these situations. But this "either/ or" thinking is a dangerous trap! In order to excel – both at work and home – you need to realize that many of life's challenges are tensions to be tackled or managed head on.

However, leaders and teams are often in a tug-of-war, facing the competing demands of planning vs. action, structure vs. flexibility, and change vs. stability. Leaders are ineffective when they can't navigate conflicting points of view or tension and those costs, financially and emotionally, create a negative impact on morale, relationships, and results. The secret is in realizing and embracing that a certain kind of tension - healthy tension - can create a positive and productive way to gain a massive competitive advantage and next-level results.

In this program, Tim Arnold will help you overcome the chronic issues that derail collaboration and teamwork, so your organization can tap into a new level of effectiveness! For high performance and productive collaboration to occur, we must learn to embrace what most people (and teams) avoid or ignore — tension! The Power of Healthy Tension provides a simple framework to manage this complexity in a healthy way and shows you how to utilize the superpower of "both/and" thinking.

This program will help leaders:

- Gain the ability to work effectively with people who have different opinions and perspectives than your own.
- Learn the difference between a problem to solve and a tension to manage, and the skills required to communicate conflicting points of view.
- Learn a thoughtful, deliberate decision-making approach when dealing with complex issues.

Competencies Addressed: Communicates Effectively, Manages Complexity, Manages Conflict, Situational Adaptability, Values Differences

TIM ARNOLD

Tim Arnold is the author of the bestselling book, The Power of Healthy Tension: Overcoming Chronic Issues and Conflicting Values. He has spent over two decades helping leaders manage complexity, increase resilience, and deliver results with clients that include The United Nations, Royal Bank of Canada, Allstate Insurance, Compassion International, Toyota, and Siemens. Tim's work focuses on helping leaders unleash the superpower of "Both/And" thinking in an "Either/Or" world. He provides his audiences with powerful tools that help them understand and breakthrough the chronic issues they face in both their professional and personal lives. This is based on a real-world perspective through his experience launching successful for-profit and not-for-profit businesses, overseeing community outreach and healthcare programs, and managing international development partnerships in four continents.







COMMUNICATING WITH IMPACT: SIX KEYS LEADERS USE TO EFFECTIVELY COMMUNICATE & ACHIEVE GREATER RESULTS

OCTOBER 23, 2024 | 9:00 A.M. - 4:00 P.M.

In an environment of constant change, we communicate in countless ways. We spend as much as 80% of our waking day in some form of communication. Yet, how effective are we in our communication? Have you ever experienced a message that was misinterpreted, a conversation that didn't produce the results intended, or an interaction that was a waste of time?

Usually one's first (and incorrect) inclination when the smoke clears is to blame the other person. Whether speaking to our employees, peers, or manager, making a presentation, leaving a voicemail, sending an email or text, or anything else, we are usually trying to communicate something to someone in order to achieve an outcome and make an IMPACT! Communicating...it is and has always been one of the most critical skills for leaders. So, what can we do to hone our skills in order to be the type of leader we want to be and generate the type of results that are expected?

In this highly interactive and practical program, you will transform your communication through the introduction and use of the six-step IMPACT process. This process focuses on: Intentional communication, Message management, Personalized content, Activated engagement, Clarified meaning, and Transformational results. The IMPACT process, when applied, helps leaders improve communication skills by inspiring action, deepening relationships, and as a consequence, helps to achieve extraordinary results in less time.

This program will help leaders:

- Understand and utilize the six-step IMPACT process to change how you communicate in the workplace, in-person, virtually, verbally, nonverbally, and in writing.
- Identify and understand the four communication styles to develop and sustain powerful relationships.
- Learn how to actively listen to overcome communication barriers and check for understanding which will increase engagement and performance.

Competencies Addressed: Action Oriented, Builds Networks, Communicates Effectively, Drives Results, Persuades

PATRICK DONADIO

Patrick Donadio, MBA, is a nationally recognized communication strategist, executive coach, and author of *Communicating with Impact*. Thousands of leaders and their teams—from Fortune 100 companies to associations, and governmental organizations—have benefited from his results-based process. He focuses on helping leaders communicate clearly, lead effectively, present powerfully, listen attentively, build deeper relationships, and make a greater impact on their people and their bottom line. Patrick's expertise has been featured with NBC Nightly News, Psychology Today, Time Magazine, Huffington Post, Money, and also in numerous industry-specific journals. He is also one of only a handful of people in the world to have earned both the Certified Speaking Professional (CSPTM) designation from NSA, and the Master Certified Coach (MCC) designation from the International Coaching Federation (ICF), the highest earned designations in both associations based on proven experience and client satisfaction.





CHANGE ENTHUSIASM: EXPLORING CRITICAL SKILLS FOR INSPIRED LEADERSHIP THROUGH CHANGE

NOVEMBER 13, 2024 | 9:00 A.M. - 4:00 P.M.

Growth is the result of change. And it's in the process of that change that instability often resides, instability that can stall or thwart the desired change or growth. That instability is created through behavior. People choose how they will behave based on their beliefs. In times of high-stress change, those beliefs are often fueled by the most important tool of successful change adoption: emotion!

During times of major shift such as a merger, acquisition, organizational restructure, new system integration, and/or market disruption RARELY do organizations ever face the tumultuous emotional landscape of the organization head-on. Only 10% of successful change adoption is about know-how...the other 90% is squarely centered on an organization's motivation and willingness to embrace the change. Without addressing the emotions standing in the way of motivation, any transformational journey is stopped in its tracks.

So, for your organization, team, and/or you to be successful during times of change and disruption what must occur? You must embrace the power to become a *Change Enthusiast*. A *Change Enthusiast* (noun) is: 1) one who is inspired to grow by harnessing the power of emotion; 2) one who trusts the fear, anxiety, frustration, anger, and/or grief that change brings to be signals directing them to their greatest growth opportunities; 3) one who practices *Change Enthusiasm*.

Beyond the practical application of becoming a *Change Enthusiast*, you will be introduced and armed with *Change Enthusiasm Global's* research-backed C.H.A.N.G.E. Traits® to assist you to avoid common pitfalls in leading and influencing through change. Whether you are facing a self, team, and/or organizational change, this program will help you to embrace and accelerate change and the transformational journey.

This program will help leaders:

- Establish a growth mindset to view change as something that happens for you vs. to you.
- Understand a practical framework, C.H.A.N.G.E. Traits[®], to quantify your strengths and areas of growth when addressing, working, and leading through change.
- Develop an action plan that empowers you to effectively lead change movements.

Competencies Addressed: Action Oriented, Being Resilient, Drives Engagement, Organizational Savvy, Situational Adaptability

CASSANDRA WORTHY

With contagious energy that radiates every room she steps into, Cassandra Worthy is the world's truly DISRUPTIVE thought-leader on CHANGE that organizations need to build resilience and adaptability. After spending nearly 15 years as an executive at Procter & Gamble and Berkshire Hathaway thriving through some of the biggest acquisitions ever recorded in the consumer packaged goods industry, she has cultivated the mindset and tools she used to grow through these disruptions in a way that inspires and invigorates others through their change challenges. She has shared this revolutionary approach with thousands around the world through her firm, *Change Enthusiasm Global*, for not only embracing change, but using it to propel leaders to heights they never imagined possible. Her clients span the Fortune 500 including: Google, Bank of America, Johnson & Johnson, Clorox, Gartner, and T-Mobile. Cassandra is the author of *Change Enthusiasm: How to Harness the Power of Emotion for Leadership and Success*.

