Growing at Work

Defining Your Leadership
Online Course and Coaching

Overview:

Today's companies require our leaders to face stressful situations with composed curiosity, and to cultivate innovative problem-solving across the organization. In this online course and coaching program, leaders will discover and practice:

- an ability to listen deeply, to learn and grow even in the most difficult situations,
- methodologies to maximize a team's performance, regardless of one's position, and
- diagnosing and overcoming ambiguous and wicked challenges at a strategic level.

What Can You Expect:

Improve your organization's performance. This course focuses on developing the context that will empower your people and teams to increase their ability to think more creatively, to be more motivated, and to collectively innovate. It focuses on internal psychological processes for the leader in the course, and the social environment they will impact. This bold program draws from the latest research and practices from Harvard University professors, with the deliberate and dedicated approach of the U.S. military.

Taking Your Skills to the Next Level:

- **Be more effective in your communication** with your organization's senior leaders
- **Better communicate with your clients or customers** with their perspective in mind
- **Cultivate a culture** that maximizes motivation and performance
- **Mentor leaders and teams to innovate** and become learning organizations
- **Hone a leadership style** that lifts people up and promotes creative thinking
- **Develop a Strategic Mindset** that is better able to analyze complex and ambiguous challenges, and learn how you may harness the power of a team to overcome them

Your Course of Study:

Impacting Change in Social Systems as a Leader.
1. Become a leader who examines the assumptions you hold to see a more expansive world
2. Understand your position in an organization does not limit your ability to exercise leadership
3. Learn a leadership framework that helps identify what a situation calls for from a leader
4. Begin to define what it means for you to be an authentic leader

Develop a Reflective Leadership Approach.
1. Understand your role as a leader to direct attention towards the problem
2. Differentiate between solvable problems and complex challenges that still require a solution
3. Become a more flexible leader when facing complex challenges
4. Increase your ability to understand and work with your emotions in stressful situations

Overcome in Complex Challenges While Fostering Your Peoples' Growth.
1. Cultivate a team culture that creates sees failure as a learning opportunity
2. Make your people feel comfortable offering ideas, questions, and concerns
3. Grow your people by finding the balance between challenge and support
4. Gain more informal authority by fulfilling the social functions expected of a leader
5. Recognize when an authoritative approach or a permissive mentor approach is needed

Build Capacity to Create a More Participatory Team and Workplace
1. Become the person who makes a difference when not in a position of authority
2. Empower your peoples' ability to positively influence the team without authority
3. Mobilize others through value-based communication to tackle tough challenges
4. Foster trust while increasing the developmental challenges given to your people

Gain a Dynamic Understanding of the Challenge
1. Understand when challenges require change in values, beliefs, behaviors and attitudes
2. Become a change maker without authority, identify the opportunities and techniques
3. Learn to understand and mobilize stakeholders with differing perspectives
4. Manage disagreements to reality check your perspective of the situation and environment

Surviving as a Leader When Asking Others to Bare the Pain of Change
1. Manage people through the long challenge of tackling tough problems requiring change
2. Understand the real risk of losing authority when promoting change, and how to navigate it
3. Increase intrinsic motivation in your workforce through challenging times
4. Understand your own motivations around leadership, and focus on the beneficial ones

Become an Authentic Leader through Personal Awareness and External Understanding
1. Escape the limited confines of your everyday thoughts and expand your awareness
2. Realize the complexity of the challenges you and your organization are facing and begin charting a more informed course
3. Understand that your mind seeks to keep you safe, not successful, navigating your own vulnerability

Re-Define Your Leadership, Who Do You Wish to be as a Leader
1. Refine your ability to identify and exercise leadership to make a bigger difference
2. Chart and revise your next level of leadership development goals
3. Define your leadership along the terms of Your People, The Mission, and Your Influence
4. Look to the future, set yourself up for success

Admission:
Following their successful completion of the course, grade, and a certificate.

Online Course:
This is a 40-hour, online course that brings together the best content in leader development and combines it with practical missions for you to take into the workplace.

Online Course with a Partner:
Experience the course and meet weekly with your partner for 8-weeks. This maximizes your reflection, retention, and personal growth. Every other week for 8-weeks, you will have a teaching assistant join you for a portion of your meeting. If there is an odd number of registrants, you will work one-on-one with a teaching assistant for an hour every other week. You may partner with a friend, or partner with another course member you do not know.

Online Course with a Coach:
This option includes just the Online Course, and adds 4 developmental coaching sessions with a trained coach. Our coaches have been trained by Harvard professors and instructors in a coaching technique used by executive coaches at Google, Facebook, and other top companies.

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