While our live sessions are typically held from 4-5p EST on the 1st and 3rd Wednesday of each month, we know that just doesn't fit everyone's schedule. So here's a comprehensive list of each lesson we've provided in this *Leading At The Next Level* program since its inception in the 4th quarter of 2018. We welcome you to take advantage of these lessons as needed to help with your personal and professional leadership journey or to help with addressing issues that come up from time to time in our respective organizations.

As Approved Recertification Providers with the Society for Human Resource Management and the Human Resource Certification Institute, nearly every lesson in this program has been approved for continuing education credits. Credit approval for each lesson will be shown by listing the organization by the title.

Each lesson has also been approved through the Virginia Department of Labor to count toward the total number of required classroom hours for those enrolled in Registered Apprenticeship programs.

1. **Be Intentional** *(approved for credit through SHRM & is HRCI)*

• Growing professionally or personally doesn't just happen… If we're going to reach our true potential and make the positive impact we're truly capable of as leaders, we must become intentional about that growth!

2. **L.E.A.D.** *(approved for credit through SHRM & is HRCI)*

• Effective leaders understand the value of learning, experiencing, applying, and developing ourselves and the skills we have. The true benefit comes when we become effective about repeating that process over and over!

3. **Listen + Understand = Influence** *(approved for credit through SHRM & is HRCI)*

• If we want to develop true influence with the people we're responsible for leading, we have to learn how to listen to them, understand them, and make a solid connection with them!

4. **The Key to Leadership: Priorities** *(approved for credit through SHRM & is HRCI)*

•   As leaders, our calendars WILL BE filled. The question becomes *Who and What Will Fill It?* Learning to identify our top priorities is the key to making the most of the time we have!

5. **Get Them in the Boat and Keep Them in the Boat** *(approved for credit through SHRM & is HRCI)*

•   Companies spend tens of thousands annually, even small companies, to recruit top talent. But recruiting the best doesn't ensure retaining the best!

6. **The Foundation of Leadership: Character** *(approved for credit through SHRM & is HRCI)*

•   Without developing a strong character, we can be very susceptible to several leadership *diseases*! This lesson addresses the steps we can take to build the kind of character that protects against them!

7. **Which Target Are YOU Aiming For?** *(approved for credit through SHRM & is HRCI)*

•   The thing you focus on most is often what you'll get… So are you focusing on a specific goal or are you focused on continuous growth?

8. **Growing with STYLE** *(approved for credit through SHRM & is HRCI)*

•   John Maxwell says *"Every personality type has its strengths. You just need to tap into that strength in your personality to set yourself up for success."* And this lesson covers several tools that can make tapping into that strength easier for each different style!

9. **The Ultimate Test of Leadership: Creating Positive Change** *(approved for credit through SHRM & is HRCI)*

•   A leader is often called on to drive change that turns around the culture of an entire organization. This lesson outlines the keys to becoming an effective *U=Turn* leader!

10. **Use It Wisely** *(approved for credit through SHRM & is HRCI)*

•   Each of us have the same amount of time in our day. *Managing* time is a farce. We can only manage how we use the time we have! When we're intentional about how we use *IT*, we get better results!

11. **The Leadership Frame** *(approved for credit through SHRM & is HRCI)*

•   While in a small group with Carly Fiorina, we learned about a great structure that can be applied to each business decision our team is responsible for implementing. This lesson takes what Carly taught about that Framework and combines it with several practical examples that businesses deal with daily.

12. **The Quickest Way to Gain Leadership** *(approved for credit through SHRM & is HRCI)*

•   As a leader, it can seem we're responsible for solving everyone else's problems… But the more effective we can become at problem solving, the more effective we become in our role and the more leadership responsibility we gain!

13. **Why Would They Leave?** *(approved for credit through SHRM & is HRCI)*

•   Attracting top talent can be tough in any business climate. It's even harder when unemployment reaches a record low… In either case, retaining our best team members critical. This lesson digs into key practices our frontline supervisors and managers can apply to improve retention and engagement!

14. **Pace Matters But Approach is Critical** *(approved for credit through SHRM & is HRCI)*

•   The interaction we have with each individual team member can have a tremendous impact our team's overall productivity and performance. We can't communicate with every person the same way. As leaders, our approach matters – and this lesson covers tools you can use immediately in every situation.

15. **WHEN is as Important as HOW or WHAT** *(approved for credit through SHRM & is HRCI)*

- Once we take control of how we use the time we have, and what we invest that time into, understanding *WHEN* we can be most effective with each different task we need to check off our list can make a huge impact on our overall results!

16. **After Two Decades, We Finally Understand!** *(approved for credit through SHRM & is HRCI)*

- Have you ever been told "It's not what you said, it's how you said it"? Whether it's in a personal relationship or a working relationship, what we mean when share a message isn't always what the other person hears. But there are some simple things we can apply to be sure we're sending the right message!

17. **The Extra Plus in Leadership: Attitude** *(approved for credit through SHRM & is HRCI)*

- People do what people see! That applies to our children and the people on our teams. As leaders, the attitude we display can have a tremendous impact on the team environment and the results we're working to achieve – for good or for bad… When we choose the right attitude, we choose our results!

18. **Practices of a High Performing Team, part 1** *(approved for credit through SHRM & is HRCI)*

- The best teams don't just come together automatically. There are things we can each do to ensure our team is performing the best it can. In the first lesson of this three part series, we look at how to paint a picture of where the team is headed, and we discuss the impact strong leadership can make.

19. **Practices of a High Performing Team, part 2** *(approved for credit through SHRM & is HRCI)*

- In part two, we look at how a strong bench can be the difference in winning and losing, we stress how much stronger a team can be when they know who to count on when it counts, and we take a look at and how quickly one negative team member can impact the entire group.

20. **Practices of a High Performing Team, part 3** *(approved for credit through SHRM & is HRCI)*

- We close this three part series here by sharing some simple steps to create a great team environment and we look at how the overall chemistry of a team comes together as we become intentional about all the other aspects of building a strong team.

21. **Maintaining to Creating: The Abundance Shift** *(approved for credit through SHRM & is HRCI))*

- We all have busy schedules with more than we can get done in any given day. But if we're not intentional about our focus, that busy-ness can keep us running in circles without having a chance to make the full impact we're capable of making on the people who count on us the most!

22. **Are You Writing in *YOUR* Margins?** *(approved for credit through SHRM & is HRCI)*

- In an early lesson, we looked at some simple steps we can take to prioritize the things we allow to have our time and in another we looked at how to organize our time for the best possible results. Here we look at why we can't pack every minute of every day with *TO-DO* items…

23. **So What *DO* You Think?, part 1** *(approved for credit through SHRM & is HRCI)*

- Are you thinking about what you're thinking about? While that sounds like a strange play on words, it's an important question we each need to answer. In this first half of the two part lesson, we look at two critical things that should be part of everyone's thought process: seeing the big picture and a clear focus!

24. **So What *DO* You Think?, part 2** *(approved for credit through SHRM & is HRCI)*

- To close this two part lesson, we look at how creative thinking can keep us moving forward and how realistic thinking can keep us from being blindsided by the unexpected.

25. **3 Keys to an Effective Leadership Transition** *(approved for credit through SHRM & is HRCI)*

- Whether it's moving into your first role with leadership responsibility or climbing higher on that corporate ladder, there will be hurdles along the way. This lesson covers the basics we need to keep in mind as we make each transition throughout our career.

26. **The Heart of Leadership: Serving People** *(approved for credit through SHRM & is HRCI)*

- Too many people today chase leadership title and positions for the benefits they get themselves. In this lesson, we take a look at the core focus that's necessary for anyone who's truly interested in leading rather than simply barking orders to the people they're in charge of…

27. **How Are You Getting Their Attention?** *(approved for credit through SHRM & is HRCI)*

- While we looked at the importance building a culture that keeps our best people onboard and actively engaged in a previous lesson, there will still be times when we need to recruit new team members. And if money is the only thing we're using to attract them, then that can also be what draws them away…

28. **A Leadership LIE!!!** *(approved for credit through SHRM & is HRCI)*

- Building on lesson #27, this lesson digs into several action steps we can each take toward developing a reputation with our team as genuine servant leaders AND outlines the return we can expect to receive by investing the time & effort to do so.

29. **Removing the *Mystery* from the *Ever-Mystical* Emotional Intelligence** *(approved for credit through SHRM & is HRCI)*

- "EQ is so critical to success that it accounts for 58% of performance in ALL types of jobs." Travis Bradberry, Emotional Intelligence 2.0. With Emotional Intelligence being such a hot topic in the business world today, wouldn't it be great if there was a practical way for developing this skill personally and in your organization? This lesson provides a simple process for doing just that!

30. **The Indispensable Quality of Leadership: Vision** *(approved for credit through SHRM & is HRCI)*

- One of the most important things a leader can do for an organization is ensure that the entire team has a clear vision for where they're headed. This lesson provides insight on developing that vision, communicating it to the team, and redefining the vision over time.

31. **Leadership From Our Founders: George Washington** *(approved for credit through SHRM & is HRCI)*

- Washington set precedence areas well beyond his role as the first President of the United States. His character and leadership has served as an example now for over 250 years! Wouldn't it be great to have more examples like this to follow today?

32. **The Price Tag of Leadership: Self Discipline** *(approved for credit through SHRM & is HRCI)*

- Developing leadership doesn't happen overnight, and maintaining the self-discipline to take the necessary steps on an ongoing basis is critical to that development. This lesson covers several practical steps to becoming self-disciplined and shares some of the results you can expect to see when you do it!

33. **So What *DO* You Think?, part 3** *(approved for credit through SHRM & is HRCI)*

- Building on parts 1 & 2, we dig into how possibility thinking, reflective thinking, and bottom-line thinking can help us lead our teams effectively AND produce outstanding results!

34. **The Expansion of Leadership: Growth** *(approved for credit through SHRM & is HRCI)*

• The only way we can guarantee our growth and ongoing effectiveness as leaders is to become and stay very intentional about our own personal and professional growth! This never happens by accident, we all need to have a plan. This lesson covers the practical steps for developing one!

35. **Dealing With Difficult People; You Know, the *Crazy* Ones** *(approved for credit through SHRM & is HRCI)*

• It's easy to misunderstand someone's communication style, especially when they're under a significant amount of stress, and write them off as being crazy…But when we learn to recognize different communications styles under stress, we can be extremely effective in dealing with them!

36. **The Cost of Leadership: Perks to Price** *(approved for credit through SHRM & is HRCI)*

• Along with consistently growing and developing our leadership skills, we need to recognize and be willing to make shifts in our leadership to stay highly effective.

37. **Different Name, Same Challenge** *(approved for credit through SHRM & is HRCI)*

• In every generation, there are times of uncertainty and crisis. Regardless of the specific details surrounding those times, fear can spiral out of control and increase the need for strong leadership!

38. **Find YOUR Seed and Make It Grow** *(approved for credit through SHRM & is HRCI)*

• Once we begin to recognize and understand how to control our fears in times of uncertainty, we have a shot at identifying the seeds of opportunity within the adversity. But finding the seed is just a starting point… Then we need to do whatever it takes to make it grow!

39. **A MAJOR Underlying Issue** *(approved for credit through SHRM & is HRCI)*

• At face value, we don't seem to have made a ton of progress as a society since the days of Dr. King, now more than 50 years ago... But there are several things in the mix today that makes this mess so much more volatile than even those times were!

40. **What Mature Leaders Do** *(approved for credit through SHRM & is HRCI)*

• Our leadership journey is never stagnant. Each step along the way requires continuous improvement if we hope to continue leading the same team or we hope to earn more responsibility and influence over time. The lesson maps out the process for developing maturity in leadership as we progress through different stages of our careers.

41. **A Cycle for Success in ANY Endeavor** *(approved for credit through SHRM & is HRCI)*

• In order to achieve lasting success in any chosen field, we will need to have certain things built into the foundation of who we are and what we do. As our leadership responsibilities increase, that foundation also includes the approach we take to building relationships with those on our team and the steps we take to developing the culture throughout our organization. This lesson provides participants with three specific areas that will need intention focus in order to lead effectively and sustain success over an extended period of time.

42. ***Bonus Lesson* from *Executive Leadership Elite Think Tank*: A Leadership Culture for Navigating Change**

• This lesson, which was originally put together and shared with our Executive Leadership Elite Think Tank group, challenges participants to look at what they're doing on a daily basis to build an organizational culture that focuses on taking advantage of new opportunities rather than spinning out of control each time it faces a tough situation. Participants completing this lesson will have a framework for setting the example for their entire team to follow and steps they can take when team members are only focused on the problem rather than how to move beyond it.

43. **Accountability in Leadership: Rise with It, Fall without It** *(approved for credit through SHRM & is HRCI)*

- While many aspects of our culture seem to promote a lack of accountability, lasting success in any endeavor cannot be achieved without it. As we advance in our careers, accountability becomes even more important. As we move into a role with leadership responsibility, accountability becomes critical as our team members will be watching every move we make. This lesson provides participants with 10 ways accountability builds a stronger team and allows a leader to influence the overall culture in ways they never would otherwise.

44. **Are Ethics a Thing of the Past?** *(approved for credit through SHRM & is HRCI)*

- We never have to look very far to see examples of bad behavior in corporate cultures. There's a significant need for constant attention on unwavering ethics and an intentional focus on diversity and inclusion as we build our teams. But why does it really matter? And is there really a practical approach to making this part of how we lead? This lesson addresses each of these issues and provides steps that can be applied immediately in building a world class team that can be held up as an example with results to back it up!

45. **How Top Leaders Set the Tone for Recruitment & Retention** *(approved for credit through SHRM & is HRCI))*

- Regardless of what the economy is doing at any given time, some organizations always have a pipeline of the best candidates just waiting to come on board. More often than not, this is a result of those companies having a strong leadership culture that people want to be a part of. Not only does strong leadership attract great talent, it keeps that talent on the team and engaged! This lesson looks at why people join organizations, as well as why they leave, and provides key steps senior leaders can take to build this into all levels of their organization and have a direct impact on recruitment & retention.

46. **Navigating Leadership Roadblocks: Critical Steps for an Effective Leadership Transition** *(approved for credit through SHRM & is HRCI)*

- With each step forward in our leadership journey, there's potential to be stopped in tracks as we run into various roadblocks to leading our teams effectively. As we gain more and more leadership responsibility, we tend to rely less on our technical skills, our ability to supervise a process, or our training on how to manage specific metrics. This is where developing and strengthening specific leadership skills can make a tremendous impact on the results of our team as well as the entire organization. In this lesson, we identify some of the most common roadblocks leaders encounter as they transition from one role to another and we provide practical action steps any leader can take to navigate these roadblocks.

47. **Leadership Longevity: The Building Blocks of Resilience** *(approved for credit through SHRM & is HRCI)*

- *The greatest common denominator of leading through crisis is resilience. – Mark Cole* In this lesson you discover the power and significance of resilience, and the building blocks to becoming a more resilient leader. As leaders we are not called to only lead through crisis but to lead beyond. Recognizing crisis comes in many forms and can be something different for each individual, we discuss the need to remember people can be dealing with micro-crisis in their personal lives alongside organizational or other crisis we may be facing as a team. Participants will learn how leaders are called to lead not just through adversity but to lead beyond adversity, beyond crisis, and beyond daily challenges through applying the 5 Building Blocks of Resiliency shared in this lesson.

48. **How to Move from Busy to Effective** *(approved for credit through SHRM & is HRCI)*

- Rare is the individual in a leadership role who has an abundance of spare time. An issue that compounds this lack of time for many leaders is a concern for the issues that may occur when tasks are handed off to other people, and taking the time to bring team members up to speed often takes more time that than just pushing through the task ourselves. Providing the right training can present a separate set of challenges. This lesson addresses some of the most common issues leaders face in addressing this crucial need for team development, calls attention to several of the hurdles a leader will need to deal with in the process, and provides participants with practical action steps they can take to make a lasting change in their organization.

49. **How the Best Leaders Win (and it's not what you think!)** *(approved for credit through SHRM & is HRCI)*

- John Maxwell has often said, "The biggest mistake is thinking you won't make any…" Leaders have to be willing to take risks, and even fail, in order to move forward. And the sooner we take risks, the sooner we will experience winning! In this session, participants will learn five ways to turn failure into success. As we work through these practices for effectively *failing forward*, the examples provided will surprise and inspire you but they will also provide you will steps you can take to turn potential losses into wins as you move forward in your leadership journey.

50. **The Easier Wrong or The Harder Right** *(approved for credit through SHRM & is HRCI)*

- Few days pass where each of us aren't faced with tough decisions. In many cases, the most comfortable decision can be to simply turn a blind eye to the scenario and avoid what can often be an immediate confrontation – or at least a difficult conversation. In situations like this, choosing the ethical and moral path is almost always harder in the short term. These *harder right* decisions compound and have a powerful effective on the credibility we have with our team over time. This lesson provides case studies showing how an *easier wrong* may be more comfortable immediately but may bring unintended long term consequences. Participants will be provided with a framework for applying this lesson to their role on a daily basis.

51. **Creating an Amazing Customer Experience** *(approved for credit through SHRM & is HRCI)*

- Regardless of the role we fill in our organization, we're responsible for serving a customer! While we can sometimes think of the customer as the person buying our product or service, our customers may be the teams we're leading or the employees throughout our organization. This lesson takes a deep look into the importance of creating an amazing experience for each customer we serve and building a culture of exceeding expectations. Participants will be provided with an understanding of how this can impact their company's profitability and productivity and learn practical tools for handling difficult conversations.

52. **The Core to a Leader's Success - Commitment** *(approved for credit through SHRM & is HRCI))*

- In this lesson, leaders are challenged to confidentially identify their commitment level as a leader. Leading a team is difficult. Developing the influence necessary to be effective in a leadership role will require significant commitment. Join us as we take a journey through *4 Steps to Commitment* enabling participants to identify areas they can improve their commitment level and build greater influence with others in the process.

53. **The Power of a Candid Conversation** *(approved for credit through SHRM & is HRCI)*

- One issue nearly every leader faces at some point in their career is in having a candid conversation with a team member who isn't delivering the level of performance that's expected. In many cases, issues are overlooked or ignored with hopes that the issue will get resolved without having to be addressed. This lesson will provide participants with an understanding of the importance of having candid conversations and tools for initiating those conversations without them turning into confrontations!

54. **Building Buy-In Around A Clear Mission & Vision** *(approved for credit through SHRM & is HRCI)*

- *Bonus Lesson from Executive Leadership Elite Think Tank* – It's never all that difficult to find an organization's mission statement, but that doesn't mean the people within that organization have bought in or have an idea how what they do on a daily basis ties back to that statement. This lesson analyzes examples of mission statements and challenges leaders to think into how they could apply those statements if they worked in those organizations. This lesson also shares principles participants can consider what developing and communicating their own company's mission and vision to the teams they lead and provides them with tools they can apply to ensure their mission and vision do more than just fill space in a nice frame on their lobby wall.

55. **Control What You Can Control** *(approved for credit through SHRM & is HRCI)*

- In good times and bad, through a great economy or a recession, there can be any number of things in the world around us that seem to be spinning out of our control. This lesson is tailored to help leaders recognize what they have complete control over on a daily basis in order to maintain a secure atmosphere for the teams they're responsible for. Participants will learn practical steps they can apply to create a stable and flourishing environment for themselves, their families, and the teams they lead.

56. **The Power of Making Servant Leadership Part of the Organizational Culture** *(approved for credit through SHRM & is HRCI)*

- This bonus lesson that was originally delivered for our *Executive Leadership Elite Think Tank* group provides you with tools to begin building the *servant leadership* thought process into the fabric of your entire organization. Building on the lessons in this program, *The Heart of Leadership: Serving People* and *A Leadership LIE*, this lesson covers tools for not only building your own reputation as a servant leader within your organization but developing servant leadership at each level of the team you're responsible for so this becoming ingrained the organizational culture!

57. **The Strength of Your Organization: Finding & Retaining the Best People** *(approved for credit through SHRM & is HRCI)*

- This lesson provides the traits every leader should look for in *Finding, Building, and Retaining the Best People in Your Organization*. These powerful attributes of the best leaders will give participants identifiers that will easily come to mind and be applicable in recognizing these key traits in the individuals currently on their teams as well as with each new person they come in contact with.

58. **The Compounding Effect of Consistency** *(approved for credit through SHRM & is HRCI)*

- Whether you're responsible for the implementation of a new initiative, working to achieve your next personal or professional goal, or building trust and influence with the team you lead, there's tremendous value to be gained from consistency. Many new ideas become known as the flavor of the month after the initial wave of effort fades and those responsible revert to business as usual. New leaders can be seen as a flash in the pan when they don't maintain the same level of performance that helped them gain attention to begin with. This lesson provides participants with key steps they can apply to ensure they harness the compounding effect of consistency in each area their leadership responsibility.

59. **What the Best Leaders Do to Consistently Up-Level Their Leadership** *(approved for credit through SHRM & is HRCI)*

- In an ever-changing world, the demands of leadership are constantly evolving. Leaders must do the hard work of building themselves and building the team around them. To accomplish this leaders also have to be willing and able to positively influence the people they lead. Participants in this lesson gain clarity on the 3 main areas the best leaders consistently build themselves in to lead at the highest level and produce leaders with a desire for doing the same.

60. **The Path is as Important as the Destination** *(approved for credit through SHRM & is HRCI)*

- As our to-do lists and responsibilities grow in a leadership role, the pressure to push forward and achieve results regardless of the price we pay personally can become overwhelming. If we hope to be effective over the long haul and sustain a high level of performance without burning out, we need to place just as much focus on finding fulfillment in each step of the path we're on rather than hoping for it when we finally reach any given destination. This lesson covers key steps a leader can take to enjoy the path their on as they work to reach their destination.

61. **The Infinite Game We Should All Be In: Growth & Transformation** *(approved for credit through SHRM & is HRCI)*

- While consistent growth is necessary for a leader to stay relevant it does not guarantee transformational leadership. To move from a growing, trained leader to a transformational leader apply the 6 Growth Practices & 5 Essentials for Transformational Leadership found in this lesson. Regardless of our current leadership role or responsibility, we should always be looking for opportunities to develop leaders around us in order to develop a stronger team and drive continuous improvement within our organization. Participants will learn key steps for creating a culture of ongoing leadership development, for themselves and the team they lead.

62. **The Tangible Impact of Leadership Development** *(approved for credit through SHRM & is HRCI)*

- Why is leadership development important? How can you really define leadership development? And why does leadership development fail? This lesson provides very specific answers to each of those frequently asked questions and details a process participants can take to ensure they're providing the appropriate type of leadership development for the leaders on their teams. Participants will also learn a step by step approach for ensuring their organization sees a tangible return on investment from the leadership development process they invest in.

63. **The Strength of Your Organization: Finding, Building & Retaining the Best Leaders** *(approved for credit through SHRM & is HRCI)*

- *Bonus Lesson from Executive Leadership Elite Think Tank* – This lesson provides the traits every executive and owner should look for and be developing as they work to *Find, Build, and Retain the Best Leaders in Their Organization*. This lesson builds on a previous lesson in this **Leading At The Next Level** program but can also stand alone in providing powerful attributes shared by the best leaders and it will give participants specific steps they can apply as the build a culture that attracts great people to the organization.

64. **Earning Leadership Through Problem Solving** *(approved for credit through SHRM & is HRCI)*

- Leaders consistently look for and find opportunities to develop themselves. In addition, they look for ways to earn leadership in new areas while solidifying their leadership in the areas they've already earned it since their success as a leader is not based on what they did previously but on what they're doing now and moving forward. And leaders recognize that one of the most effective ways to earn more influence is through problem solving. This lesson walks participants through how problems introduce us to ourselves, how problems introduce us to others, and how problems introduce us to opportunities for developing stronger influence as a leader.

65. **The Importance of Employee Retention** *(approved for credit through SHRM & is HRCI)*

- Employee retention impacts all aspects of an organization. It's easy for a supervisor or manager to place all responsibility for staffing issues squarely on the human resource department. This can be a huge mistake. Each person within the company with any amount of leadership responsibility has a direct impact on employee retention. As a result, they also impact employee engagement and the overall recruiting process for the entire organization. This lesson provides participants with steps they can apply immediately in order to strengthen employee retention for the team they lead AND see higher profitability as a result.

66. **How Leaders Improve Results by Balancing Candor with Care** *(approved for credit through SHRM & is HRCI)*

- When leaders balance their conversations with both candor and care, result improve dramatically throughout their organizations. This lesson covers eleven questions leaders should be asking themselves to ensure their conversations are candid yet showing they care about the individual; and caring yet candid enough that they are truly helping their people.

67. **How Effective Communication Skills Produce Measurable Results** *(approved for credit through SHRM & is HRCI)*

- Effective communication plays a critical role in developing a cohesive team and a productive organization. Unfortunately, the "soft skills" necessary for communicating effectively are nearly always viewed as intangible and are rarely developed within our teams because of this. When we do the work to ensure effective communication skills actually do produce measurable results, we can chance the dynamic across an entire culture. This lesson covers tangible reasons for investing in effective communication skills and provides participants with steps they can follow to start this process.

68. **An Emotionally Intelligent Approach to Improving Your Culture & Bottom Line** *(approved for credit through SHRM & is HRCI)*

- In *Emotional Intelligence 2.0*, Travis Bradberry states that "emotional intelligence accounts for 58% of performance in ALL types of jobs." While emotional intelligence has tremendous value in developing a strong culture, it can be tough to understand and even tougher to develop. But what if there was a simple framework for understanding each of the four components of emotional intelligence that provided you with tangible action steps you could take immediately to effectively develop each one? This lesson covers practical steps participants can take right away to increase their own emotional intelligence and help the team around them increase their own at the same time.

69. **Creating Positive Change Through Effective Leadership** *(approved for credit through SHRM & is HRCI)*

- One of the few constants a leader can expect is that they will always face some sort of change! Creating Positive Change through Effective Leadership outlines critical steps every leader must take in order to guide their organization through positive change. From there, this lesson walks participants through the difficulties leaders can expect ahead of time as they help their team obtain the desired results. Participants will learn practical steps they can apply immediately to ensure the changes their teams face are ones that move their organizations forward while developing a stronger leadership culture.

70. **Embracing the Essential Qualities of Leadership** *(approved for credit through SHRM & is HRCI)*

- Leadership isn't a position we fill, it's a thing we do! All too often, we see folks attain some level of authority with the people around them and begin dictating orders. That's not leadership! Since this is a real issue that each of us have to deal with in one way or another on such a routine basis, this lesson is dedicated to looking at some of the most essential qualities of leadership that we each should be working to embrace, some of the key attributes we'll need to develop in order to lead effectively while managing the team and processes around us, and then wraps up by taking a look at a few qualities of bad leaders that we need to do everything in our power to avoid if we want to build authentic influence with the people who count on us most!

71. **Creating An Emotionally Intelligent Culture that Impacts Your Organization's Bottom Line** *(approved for credit through SHRM & is HRCI)*

- *Bonus Lesson from Executive Leadership Elite Think Tank* – This lesson provides a strategic approach every executive and owner can take to build emotion intelligence into every aspect of their organizational culture. This lesson builds on two previous lessons in this ***Leading At The Next Level*** program but can also stand alone in providing participants with a thorough understanding of the often complex topic of emotion intelligence and practical steps they can apply to ensure the leaders on the team around them have the tools necessary for developing their own emotional intelligence as well as the tools for integrating these same tools throughout their respective teams to strengthen business relationships and improve overall organizational performance at all levels.

72. **Being Intentional About Career Development** *(approved for credit through SHRM & is HRCI)*

- Many people are hungry for that next opportunity to advance in their career and take on more responsibility. A lot of them are the hardest working people we'll ever work with, and that hard work often earns them a promotion. The challenge is that the role they're promoted to frequently requires a completely different set of skills than the ones they had mastered to get there. As leaders in our respective organizations, we can make a significant impact by helping these folks be intentional about their ongoing career development. The lessons walks participants through the tangible important of strategic professional development, steps they can take to develop clarity when setting career goals, and how to get the most value from every resource they utilize in the process.

73. **The Art of Building Leadership Capacity** *(approved for credit through SHRM & is HRCI))*

- Building or increasing our leadership capacity is not necessarily about taking on more work. Too often, we can treat the word capacity as if it were a natural law of limitation. Unfortunately, most of us are much more comfortable defining what we perceive as off-limits rather than what is possible. What we have to realize as leaders is to increase our capacity means to intentionally develop the art of developing ourselves in a way that enables us to handle our responsibility more effectively. The art of honing our leadership by continuously increasing our capacity to lead helps us grow in our leadership potential while developing the team members we lead. This lesson provides participants with 3 key areas of they can focus on in order to increase their leadership capacity.

74. **Defining Servant Leadership: Building Champions of Service** *(approved for credit through SHRM & is HRCI)*

- What do you consider to be effective servant leadership? We would likely get a different answer from almost everyone we ask! That can make building servant leadership into our culture an extremely difficult task to accomplish unless we're willing to create a clear picture of what that looks like and how the leaders on our team can exemplify it their respective roles. But even with that clear picture in place, each of our team members can have completely different needs with regards to what they perceive as being served. This lesson provides participants with a foundational understanding of the importance of servant leadership, a working definition of what they can strive to provide their teams as servant leaders, and perspective on serving individual team members based on their specific communication styles.

75. **What Do They Mean by *Soft Skills* and Why Does It Even Matter?** *(approved for credit through SHRM & is HRCI)*

- We frequently hear *Soft Skills* referenced as having some level of importance but most definitions are ambiguous and provide very little perspective on how we could ever hope to measure the true impact those *soft skills* have in our organizations. This lesson provides participants with a clear working definition for *Soft Skills* and a clear picture of how we can translate those skills into behavioral change. Participants will also learn how to set specific objectives from *soft skills* training and track progress based on measurable initiatives – just like we would for team members who develop new technical skills!

76. **The Impact of A Leader's Inner Circle** *(approved for credit through SHRM & is HRCI)*

- **The Law of the Inner Circle** says, "*A leader's potential is determined by those closest to him."* This lesson walks participants through 7 questions leaders should ask of themselves as they consider adding an individual to their inner circle. Participants will also learn how to ensure that they and their inner circle members continue adding value to one another through the service they provide others around them!

77. **How to be Productive, Not Just Busy…** *(approved for credit through SHRM & is HRCI)*

- There's never a shortage of *to-do* items for a leader to address on a daily basis, but how can they avoid getting caught in the spiral of busy-ness and maintain long term productivity without burning ourselves out? Spoiler alert: all productivity systems are not created equal – and there's no perfect fit for every single person! This lesson provides participants with a strategic approach to designing systems in their lives that will be sustainable while helping them increase productivity and helping them achieve the fulfillment we all strive for.

78. **You're In Charge but Who's Really Leading?** *(approved for credit through SHRM & is HRCI)*

- Just being in an executive role or owning a company doesn't necessarily mean we're leading the team we're responsible for. All too often, the person managing the work isn't the same person the team is following. Most industries have peer groups that provide resources for developing various technical skills but there's rarely a resource for top executives to hone their leadership skills. This lesson focuses on the importance of having access to an executive leader council in order to lead our teams effectively as we manage our businesses. Participate will learn the key skills each executive needs to apply and a detailed process for putting those skills into practice.

79. **The Value of Iron Sharpening Iron; Honing Your Leadership for Better Team Engagement** *(approved for credit through SHRM & is HRCI)*

- To continue developing as a leader, you will need to sharpen your skills through input, experience, application, and access to leadership from other leaders who can help you become better. How a leader chooses to consistently develop themselves in through this process determines the level of effectiveness they have in meeting the needs of the team they lead as well as with helping each of their team members actively engage in achieving the organization's mission and vision. This lesson provides participants with a process they can apply to achieve this kind of ongoing leadership development personally while earning higher engagement from the teams they lead.

80. **When Employee Happiness Isn't Enough** *(approved for credit through SHRM & is HRCI)*

- Regardless of the industry, the type of position, or even the pay range, good candidates are hard to find and taking care of the great employees we do have has become even more critical! Many organizations focus on developing a culture where team members are happy. While the intention is good, that may not be enough! This lesson works through the differences in *employee happiness, employee satisfaction,* and *employee engagement* then provides participants with practical steps they can apply to build engagement and impact their organization's bottom line.

81. **Addressing the Accountability Crisis** *(approved for credit through SHRM & is HRCI)*

- In so many aspects of society today, it seems like some people work harder to avoid accountability than to accept it. If this attitude becomes part of an organization's culture, it can have a significant impact on employee engagement, turnover, productivity, and the overall bottom line. Setting the expectation for each team member to be accountable to perform their best and to perform best as a team is where effective leadership really matters. This lesson provides participants with practical steps they can apply to build a culture of accountability within the teams they lead.

82. **7 Skills to Coach Your Leaders More Effectively** *(approved for credit through SHRM & is HRCI)*

- Great individual contributors often get promoted into roles with leadership responsibility but struggle because this requires a very different set of skills than what they had mastered to earn the promotion. The hard part then becomes helping them develop the skills they'll need to be successful in their new role. In this lesson, we identify 7 skills needed to effectively coach leaders and the 3 power questions every leader should know. Then we'll walk participants through how mastering these skills helps you more effectively coach leaders in any arena. Being ineffective in these same areas will be a certain roadblock for you and your organization!

83. **Executive Leadership Thinking: Learning the Importance of a Different Way of Thinking** *(approved for credit through SHRM & is HRCI)*

- *Bonus Lesson from Executive Leadership Elite Think Tank* – In the final lesson of our *Emerging Leader Development* course, we challenge participants to consider a different approach in the questions they're asking themselves as leaders – questions focused on getting great results through their team rather than just working to get the best results they can individually. In this lesson tailored to business owners and high level executives, we build on that lesson with a specific focus on creating a culture that challenges the leaders throughout our teams to engage in the type of focus while we lead by example with a strategic focus on continually asking ourselves what's best to move the entire organization forward!

84. **Critical Prerequisites to Leading Our Teams** *(approved for credit through SHRM & is HRCI)*

- Before we can lead our teams as well as we're capable of. We have to become disciplined about leading ourselves before we can ever expect our teams to truly follow us, and if we really want to lead ourselves well, we'd better have a keen sense of self-awareness! But that's easier said than done, isn't it? This lesson provides participants with an understanding of how self-awareness assists in building self-leadership, then details strategies that can be applied immediately to put it all into practice.

85. **Teamwork Makes the Dream Work… But How?** *(approved for credit through SHRM & is HRCI)*

- We often hear the phrase "teamwork makes the dream work" but do we ever really hear *HOW*? In an organization, making any specific dream work requires capital – and more specifically, a portion of the profits… If we ever hope to produce the kind of teamwork that yields tangible profits, we need to lead our teams in a way that builds engagement and delivers results. This lesson will provide participants with perspective on how they can start that process and walks them through a set of steps they can take immediately to build this kind of teamwork with the people they lead.

86. **Leading on Purpose** *(approved for credit through SHRM & is HRCI)*

- Leading a team effectively never happens by accident. Leaders have to be intentional and work toward a strong purpose! Participants will define key elements needed to ensure they are leading with purpose by taking specific intentional action in their leadership on a daily basis. Dive into this discovery of *WHY are you leading?*; *What impact do you want to make*?; *Where do you want to go?*, and *Who do you want to take with you?*

87. **A Strategy for Developing Our Organizations** *(approved for credit through SHRM & is HRCI)*

- It's not always as simple as casting a vision and having our entire team buy into that vision; this requires a focused effort, not just from the head of the organization but from leaders at every level. And this kind of deliberate leadership is most effective when we put strategies in place for intentional organizational development, create detailed succession plans, and provide strategic leadership examples for each team member to follow. This lesson provides participants with steps they can apply immediately for putting this in place in their own organization.

88. **Onboarding That Gets Results** *(approved for credit through SHRM & is HRCI)*

- The onboarding process is often viewed as a necessary evil; something that sucks up time on an employee's first day with the company and keeps them from getting started on the work that will make money… But that's just not true! This lesson guides participants through a step-by-step approach to building an onboarding process that increases engagement and retention while having a direct impact on overall productivity!

89. **Building Leadership Presence** *(approved for credit through SHRM & is HRCI)*

- We all have a certain presence with the people around us. The impact that presence has on leading the team we're responsible for really depends on us! Once we accept that how our presence impacts our team positively or negatively is something we can control, we can begin to strengthen that presence through the actions we take and the message those actions send. This lesson offers specific qualities we can all model to build a true leadership presence rather than a positional presence that's based solely on our position or title.

90. **Why Organizational Culture Matters & How to Strengthen Yours** *(approved for credit through SHRM & is HRCI)*

- A company's reputation, within the community where it operates as well as with its employees, is nearly always based on the culture that's been built in that company over time. That organizational culture impacts every aspect of the business, from attracting and retaining great talent to overall profitability, but culture isn't created in a vacuum! This lesson provides three specific pieces that addresses the overall importance of organizational culture, the foundation for strengthening that culture, and a process for defining the values that make the culture thrive.

91. **How to Make Sure Working for You Doesn't Suck** *(approved for credit through SHRM & is HRCI))*

- Have you ever dreaded arriving at work? Have you ever left feeling empty and exhausted? This isn't necessarily tied to the difficulty of our jobs, but to the meaningfulness we draw from them. We can't always control that for our entire company but, as leaders, we can absolutely make an impact on the fulfillment our immediate team gets from the work they do. This lesson details the costs of job misery, the benefits of a positive work environment and provides practical steps for making sure working for you doesn't suck – and provides a true sense of purpose for the team members you lead!

92. **The Foundational Building Blocks of Team Engagement** *(approved for credit through SHRM & is HRCI)*

- We all provide something to a customer, even when that customer is another department within the company or the team members who count on us to perform at our best. The secret to a great customer experience is a great employee experience. In this lesson, participants discover foundational building blocks to team engagement that every high performing team possesses as well as how these can be applied daily to create a culture of highly engaged team members who provide an excellent customer experience.

93. **Addressing the Biggest Challenges in the Workplace Today** *(approved for credit through SHRM & is HRCI)*

- The workplace challenges that tend to get the most attention and support are often technical issues involving engineering changes, major equipment overhauls, or process flow redesign. Depending on where that work is being done, there's often significant pressure to keep jobs from being outsourced to regions with lower labor costs. However, some of the biggest challenges organizations have faced over the last decade require less task focus and more people focus. This lesson will provide participants with steps they can take in addressing *those* workplace challenges!

94. **Communication: Leaders Can't Pass the Buck!** *(approved for credit through SHRM & is HRCI)*

- Have you ever heard someone say, "I'm only responsible for what I say, not for what you understand"? Maybe, but you certainly didn't hear that from a leader! Sure, they may have been a supervisor or manager, but they absolutely were not accepting responsibility for leading. This lesson details the importance of accepting the responsibility for communicating effectively as a leader and provides participants with specific steps they can apply to develop strong leadership communication skills.

95. **Developing a Mentorship Mindset: Gaining & Giving Mentorship** *(approved for credit through SHRM & is HRCI)*

- Mentorship can make a significant difference in how we develop in any given role throughout our career; whether we struggle to learn the ropes or excel from the start… The key, however, is understanding the disciplines of a mentorship mindset. In this lesson, we'll explore what a mentor is NOT as well as what you'll want to consider in order to become an effective *mentor* or *mentee*. Participants will learn steps they can take to gain and give the most value in a mentoring relationship.

96. **Leadership Presence: Leading Isn't Done From a Distance** *(approved for credit through SHRM & is HRCI)*

- Having a title doesn't necessarily provide the kind of influence we need to lead our teams effectively. Earning that influence requires developing a presence with our team members that helps them buy into our leadership, and the leadership presence isn't built at a distance! This lesson explains the importance of creating leadership presence with our teams and provides participants with practical steps that can be applied immediately to earn it with their own teams!

97. **The Lasting Impact of a Leader** *(approved for credit through SHRM & is HRCI)*

- There's no shortage of examples showing how people in leadership roles impact the lives of the people on their teams, and how that impact carries over into the lives of the people their team members meet – but that's not always in positive ways! In this lesson, participants will learn about the lasting impact of positive leadership, on the individuals they lead as well as on their company's bottom line and be provided with practical examples they can apply to have the lasting impact of positive leadership!

98. **A Winning Team Environment: Creation & Participation** *(approved for credit through SHRM & is HRCI)*

- There are core factors making up the environment in every team that not only wins from time to time but sustains an environment conducive to winning over the long haul. This lesson details what a leader needs to offer and what they need to expect from their teams to create a winning environment. This lesson also covers the level of participation expected from each member of a winning team.

99. **The Real Costs of Not Developing Your Leaders** *(approved for credit through SHRM & is HRCI)*

- No one becomes an amazing leader simply because they're awarded a promotion… Developing leadership ability always requires an investment – of time, energy and the necessary resources – but those investments aren't always in an organization's budget… Or are they? This lesson provides clarity on how leadership development can make a tangible impact on our bottom line and details the steps participants can take to achieve a real return on investment when developing the leaders on their teams.

100. **Leadership Lessons from the GOAT** *(approved for credit through SHRM & is HRCI)*

- John Maxwell is frequently quoted as saying that "Leadership is influence. Nothing more, nothing less." The most talented individuals in every field build influence with the people around them, but that doesn't always equate to leadership. One of the most recognizable figured in the world over the last four decades was arguably the greatest basketball player of all time. In this lesson, we'll pull leadership lessons from the career of Michael Jordan and provide participants with steps they can apply in their own roles based on these leadership lessons from the *GOAT*…

101. **Don't Confuse Quiet Quitting with a Lack of Leadership** *(approved for credit through SHRM & is HRCI)*

- While *Quiet Quitting* is certainly getting its share of attention, it's not necessarily a new issue. This lesson provides a clear understanding of what *quiet quitting* really is, how it impacts our organizations, and who holds responsibility for ensuring it doesn't take a toll on the bottom line. Participants will learn practical steps they can apply to minimize, or even eliminate, *quiet quitting* within the teams they lead by earning buy-in and developing active employee engagement with each of their team members.

102. **Leading From Where You Are** *(approved for credit through SHRM & is HRCI)*

- John Maxwell says, "Leadership is influence. Nothing more, nothing less." All too often, individuals confuse the authority that comes with a title or position with the influence necessary to lead. In this lesson, we share examples from history as well as from modern times of leaders who successfully led from wherever they were by applying leadership principles to effectively lead up, lead across, and lead down. Participants will also learn two myths, two challenges, and the steps they can apply to move forward by leading from where they are as a 360 degree leader.

103. **Effective Succession Planning Through Intentional Career Development** *(approved for credit through SHRM & HRCI)*

- Most organizations develop succession plans that outline how they hope to fill critical roles as their executives work toward retirement, but those plans are often little more than ink on a sheet of paper. Unless we're intentional about how we develop each key member of our team and ensure they're passing along their requisite knowledge to others around them, we stand a significant chance of missing the mark! Not only do we need to be sure we're developing the right team members to lead the organization, but we also need to recognize which team members are already fulfilled where they're at and how we can utilize them best in their current role. This lesson provides steps that can be applied right away to develop individual to achieve their career goals while building to a solid business succession plan!

104. **The Top Skills Intentionally Developed by the Best Leaders** *(approved for credit through SHRM & is HRCI))*

- Developing the skills necessary to build a strong workplace culture can't be a cookie-cutter approach. Recognizing the skills needed, as well as how to develop them will vary depending on the individual and the role they're performing. In this lesson, we'll share the top skills intentionally developed by the best leaders, how these skills show up in the workplace, and the impact on an organization's culture when these skills show up as well as when they don't.

105. How Leaders Show Value By Being Responsive *(approved for credit through SHRM & is HRCI))*

- One of the most important things a leader can do to earn influence and build buy-in with their team is show that they genuinely value each individual. Far too often though, all the responsibilities a leader deals with prevents them from following up on the ideas, concerns, or issues their individual team members bring to them, and the perceived lack of responsiveness impacts the relationship. In this lesson, we'll look at how leaders show value by being responsive to their team and we'll work through specific actions any leader can take to build influence as they make responsiveness a key part of what they do.

106. Keys to Staying Confident as a Leader *(approved for credit through SHRM & HRCI)*

- Once we accept leadership responsibility, there will rarely be times where we're facing some sort of criticism or forced to deal with difficult situations. Self- confidence is not only important in a leader but it's absolutely necessary for leaders to take risks, accomplish big goals, and help their teams achieve all they're capable of. Leaders who are self-confident tend to deal with problems or conflicts immediately and directly rather than ignoring the problem, procrastinating, or passing it on to others. This lesson shares the essential keys to staying confident as leader at any level and covers action steps we can take to keep this confidence from being perceived as arrogance.

107. Leadership Always Sets the Tone *(approved for credit through SHRM & HRCI)*

- Max Depree said that "the signs of outstanding leadership appear primarily among followers." But that statement doesn't just apply to outstanding leadership; it's just as true for poor leadership! The example we set as leaders in our organizations, good or bad, are going to be replicated by the team members who follow us. This lesson covers how critical it is for a leader to set a positive example and provides participants with steps they can apply on a daily basis in their current role as well as in future roles.

108. Making the Most of Defining Moments *(approved for credit through SHRM & HRCI)*

- Every leader faces defining moments. The decisions they make in these moments will define who they are as a person and as a leader. What determines whether a leader will meet these intersections in life with decisions that create an upward path rather than a downward trajectory? This lesson shares the characteristics of defining moments and how to better recognize them as well as the categories of defining moments to gain insight and opportunity from having experienced them. Participants will be provided with tools for leading through their defining moments and drawing the most value from those experiences.

109. What's Killing Your Profitability? *(approved for credit through SHRM & HRCI)*

- Organizations of all sizes invest significant amounts of time, money, and energy on improving their processes with hopes of becoming more profitable. All too often though, the things that can have the most immediate impact on profitability (as well as the lives of everyone involved) are overlooked or completely written off because those things are considered to be intangible… This lesson outlines the skills leaders need to master to guide their teams effectively, how they can put those skills into action, and ways to measure the results.

110. Profitability Killers: High Risk Areas? *(approved for credit through SHRM & HRCI)*

- In a previous lesson called *What's Killing Your Profitability*, we introduced the idea that many organizations completely miss issues that impacting their bottom line simply because they're typically focused on the traditional areas that are always measurable; the things that are more technical and less centered on the actual people involved. This lesson walks participants through some of the highest risk areas that rarely get attention. Building on the prior lesson or as a stand-alone lesson, participants learn how to identify their highest risk areas, how to begin focusing on those, and ways they can quantify results when they do.

111. Why Shared Values Matter & How to Keep Them Relevant *(approved for credit through SHRM & HRCI)*

- Values determine the foundation of your team. That means whatever you want your organization to be known for and to achieve begins with what the organization's leadership values and how these values are shared with the team. This lesson guides participants through key steps in creating core values, the importance of sharing core values, behaviors that exemplify these values to our customers and each other, and the opportunities that come from living out our organizational values.

112. Profitability Killers: It All Starts at the Top *(approved for credit through SHRM & HRCI)*

- There are multiple areas of an organization that are impacted by a lack of those critical skills that are all too often written off as *soft* or *intangible*. This misconception can have a significant impact on our overall profitability! But if we want to make the biggest impact on any one of those areas, we need to start at the top… This lesson provides a framework for ensuring that a leadership culture is in place to serve as a foundation for addressing the profitability killers in any other area of our business.

113. Profitability Killers: Poor Communication *(approved for credit through SHRM & HRCI)*

- If we're serious enough about capturing our best return to the energy into building a leadership culture that starts from the top and cascades throughout our organization, we'll have a solid start toward achieving quantifiable results in addressing our profitability killers! And when we do, we can expect that to impact every other individual issue that's been eating away at the profitability of our organization! The next profitability killer that I believe deserves our focus is poor communication! More specifically, how much poor communication really costs… This lesson maps out the significance of how much profitability poor communication can kill and provides steps any leader can take to communicate more effectively with their team.

114. Profitability Killers: High Turnover *(approved for credit through SHRM & HRCI)*

- High turnover is an issue that can tie up a significant amount of time for anyone in a human resources role, but the total impact it has on an entire organization is so much greater! This lesson provides a complete picture of the extended reach high turnover has throughout a business, details how much of the overall cost often isn't captured and shows the importance effective leadership has in minimizing voluntary turnover. Participants will learn steps they can take immediately to give their best team members a solid reason to stay and to perform at a high level!

115. The 3 Components to Preparing Credible Leaders *(approved for credit through SHRM & is HRCI)*

- Simply holding a title doesn't guarantee that our team members will follow us or their immediate supervisors and managers. Earning credibility as a leader requires preparation! Without preparation, we have not developed. Without development, we do not grow. Without growth, we cannot deliver effective leadership to ourselves or to others. It all takes consistent preparation, which leads to growth and development, then we can effectively lead. When we effectively lead, we gain credibility and help the team obtain the results we are after. This lesson provides participants with steps they can take to develop their own credibility as leaders as well as what they can do to develop the credibility of the leaders around them.

116. Profitability Killers: The Cost of Constant Recruiting *(approved for credit through SHRM & HRCI)*

- If we don't have a culture that provides our team members with a reason to stay in our organization, the pressure to add nearly anyone with a pulse can be significant when it comes to filling perpetually open roles. In addressing how constant recruiting can impact profitability, this lesson outlines the total costs involved in the recruitment process, how a strong leadership culture improves the process, and steps participants can take to begin developing a strong pipeline of future team members. .

117. Profitability Killers: The Cost of Disengaged Employees *(approved for credit through SHRM & HRCI)*

- To have a real chance at minimizing the impact disengaged employees can have on a company's profitability, we need to understand how widespread the issue truly is, how it impacts individual performance, and how each of those things ultimately affects even the best members of our teams. This lesson details the actual financial costs tied to disengagement, the effects actively disengaged employees can have on everyone around them and provides participants with steps they can take as leaders to earn the engagement their organizations need.

118. The Art of Leadership Learning *(approved for credit through SHRM & HRCI)*

- The art of learning leadership is the intuitive piece of gaining the right skills to lead effectively. It's not the *Science of Leadership*, although this lesson looks at that as well, it's the *Art of Leadership*. These skills enable you to see ahead further than others may see, to not only learn leadership but apply what you learn for guaranteed growth, and to consistently identify the next area (or several areas) you need to grow in, to best lead the people you serve. But it doesn't stop there! When you engage in *The Art of Learning Leadership*, you duplicate other leaders because you develop and grow people. This lesson provides participants with an outline of the skills they can focus on as they develop the *Art of Leadership* and steps they can take to develop those skills in the people they lead.

119. Profitability Killers: The Cost of Confusion *(approved for credit through SHRM & HRCI)*

- Make no mistake, confusion contributes to poor performance in many areas of an organization, but confusion as to the exact level of performance that's expected is potentially the costliest. Whether it's through a vague explanation of the steps that need to be followed in a process or an evaluation that fails to provide clarity around what we're doing well or where we can improve, it's hard to achieve results we don't understand. This lesson details the costs incurred when expectations aren't clear and provides participants with steps for communicating high expectations clearly so their teams can achieve great results.

120. Profitability Killers: The Cost of an Unaccountable Workforce *(approved for credit through SHRM & HRCI)*

- Studies show that as many as one-third of all CEOs struggle with holding their teams accountable. If that's the case for the highest levels of leadership in an organization, isn't it likely that there's an even higher percentage of folks in other supervisory or management roles within those companies who struggle even more? This lesson outlines how an unaccountable workforce kills profitability and provides participants with simple steps they can apply to build a culture of accountability throughout the teams they lead.

121. The IMPACT of Leadership *(approved for credit through SHRM & is under review for credit through HRCI)*

- It was Alvin Toffler who said, "The illiterate of the twenty-first century will not be those who cannot read or write but those who cannot learn, unlearn, and relearn." This lesson explores six ways leaders can make an impact in their organization and capture measurable results by learning, unlearning, and relearning to ensure they continue setting the standard for the team members who follow them. Participants will learn how to approach any leadership training or development they engage in by applying the IMPACT® framework; Immediate, Measurable, Proven Action Capturing Tangible Results.

122. Profitability Killers: The Cost of a Poor Promotion *(approved for credit through SHRM & HRCI)*

- An article from Forbes opened by stating, "Managers are key to employee retention and productivity. But many organizations don't promote into management the people who would do the best job as managers." This lesson outlines the cost of promoting the wrong candidate, details how to recognize the right candidate for any promotion, and provides participants with steps they can take to grow and develop great team members even in their current roles.

123. Profitability Killers: The Cost That Comes with the Wrong Training *(approved for credit through SHRM & HRCI)*

- Regardless of how great any candidate may be for the position they're filling; they will rarely have ever skill they will need to be the best they can be in that role or be equipped to advance unless the organization provides some level of training. One thing that can never be assumed is that any type of training that's provided will be what they need and will produce measurable results. This lesson walks participants through a process of determining what training each team member needs, understanding how that training can be delivered most effectively, and what they can do to ensure participants apply the training to achieve long term results.

124. Leadership Landmines *(approved for credit through SHRM & is under review for credit through HRCI)*

- Many leaders never achieve their potential because their leadership gets 'blown up' by problems they didn't see coming or didn't believe would impact them. These landmines are areas of leadership that, if neglected, can cost you, your people, your culture, and your organization's success immensely. Through this lesson, participants will learn how to identify 5 Leadership Landmines and be provided with specific steps they can take to avoid them.

125. Profitability Killers: Answering the Cry for Help *(approved for credit through SHRM & is under review for credit through HRCI)*

- Far too many organizations fall short of providing the kind of effective leadership each team member deserves, leaving them feeling unheard and taken for granted. This lesson covers the costs involved when that happens and provides participants with steps they can take to ensure their team members do indeed feel heard and have the tools they need to perform to their best potential in their respective roles.

126. Improving YOUR Profitability By Building Better Leaders *(approved for credit through SHRM & is under review for credit through HRCI)*

- Organizations of all sizes, and across every different industry, lose profitability each year due to a lack of leadership. This lack of leadership is not isolated to just those in positions of authority; it applies to anyone in a role where they have influence on others around them. While addressing this can help capture that lost profitability, this is something that must be done intentionally, and it should be tailored to meet the specific needs of each individual involved. This lessons outlines ways participants can provide their leaders with specific resources that address the issues they're most likely to face at each stage in their leadership journey.

127. Coming soon…