LEADING AT THE NEXT LEVEL
A Resource Geared At Providing Ongoing Support For Your Leadership Journey

While our live sessions are typically held from 5-6p 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 and 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 and 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 and 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!

INTENTIONAL ACTION FOR ONGOING GROWTH   A DAILY DOSE OF LEADERSHIP   EMERGING LEADER DEVELOPMENT   LEADING AT THE NEXT LEVEL   EXECUTIVE LEADERSHIP ELITE THINK TANK

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

- One of the most important things a leader can do for an organization is ensure that that 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 and 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 and 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 and 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)*

- 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 and 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 and 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 and 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 and 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 and 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 and 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 and 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 and 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 and 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 and 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 and 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & and is currently under review for credit through 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & 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 & currently under review for credit through 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. Coming soon…