

LEADING FOR RESULTS:

A Program for Handling Tough Problems

What, Why, and How

Leading for Results has one overarching objective to enable leaders to improve their capacity to get results at work. This six day program (spread over four months) makes you a successful, results-oriented leader.

- You'll be working on your own tough problems.
- You'll be equipped to handle tough problems and be capable of achieving results.

Designed for mid-to-senior level professionals in government, business, and non-profit organizations, the program is taught by experienced instructors and coaches, using proven ideas and practices.

'Change' is the order of the day.

- Networks of people, operating in teams are replacing the old silos.
- Technology, financial pressures, and knowledge-work are transforming organizations.

This environment creates tough leadership problems.

- Traditional ways of solving problems, conventional systems and structures, and political and personal agendas are dysfunctional now.
- Leaders need commitment from everyone in their work-groups. They are working across boundaries and want alignment from diverse stakeholders.

Out-of-the-box actions are needed, but can be dangerous.

- Leaders have to challenge values, habits, and beliefs – their own and other's.
- Leaders focus on personal and group values, with an emphasis on integrity, commitment, and accountability

This calls for new perspectives – 'who is a leader' - and new practices – 'how do I lead effectively'. The program will give you both.

***Leading for Results* will help you to meet your challenges successfully**

Results-based leadership can be learnt.

What is a results orientation?

To achieve results, leaders have to build alliances and mobilize groups of stakeholders with different interests, values, and goals. Aligning these is an ongoing process that relies heavily on a leader's inter-personal skills and ability to learn from what is going on.

A *results orientation* means you start with goals and work 'backwards' to the strategies for achieving them:

- What are the results we are looking for?
- What will it take to achieve them?
- Who has to be in on the action?
- What barriers have to overcome?
- How are we going to do this?

Work is a collective process. To get results participants must align in order to move forward. This requires:

- the ability to build bridges and work across inter-personal boundaries (created by different interests, values, and relationships);
- a common language, so stakeholders all understand what's going on and what to do;
- clarity about your own and others' roles and how these are related to the system you're in;
- metrics, so everyone can agree on progress;
- giving close attention to people's commitments and to accountability;

Concepts

This executive program integrates two conceptual frames: *Adaptive Work* and *Results-Based Thinking*.

Adaptive Work: Leaders have to help stakeholders reach agreement on the problem, and on what results they want. This involves **revealing** and balancing beliefs and trading-off values.

Results-Based Thinking: To get results, leaders need to continually connect process with outcomes and **help stakeholders stay focused on the result**. Leaders develop this capacity in real time, while they work with stakeholders.

What you get from this program

A learner-centered, unique program design

A concrete framework and tools for defining, measuring and contributing to results

Outcomes:

Learning to speak about and practice commitments and accountability.

Enhancing your understanding of leadership theory and practice.

Achieving proficiency at the adaptive work of leadership and achieving the results you seek.

Developing and practicing strategies, interventions, conversations and actions.

Expanding your repertoire of leadership moves, including your skill for observing your impact on others.

Raising your awareness of socially responsible leadership.

Shifting your thinking about organizations and leadership practices.

Pre-program work:

We will give you a framework for working through critical incidents in your organizations and work so you enter this program with a real business challenge you want to solve and the results you want to achieve. You'll get questions, readings, and have virtual conversations with participants.

In-class sessions:

We create a participative, interactive environment. You'll take away new ideas, practices, and tools about work, organizations, and your work and role as leader.

We walk our talk through the design, interventions, and language we use in the classroom.

The timing of the class sessions allows you to integrate your learning into your practices and to solve real problems.

Session 1:

Deep grounding in the following:

- The work of leaders – concepts, roles, reflections
- What is your work as a leader? Diagnosing participants' real work challenges through effective questions and peer consultation
- What does it take to identify and align around results? What is results-based leadership? What is collaborative leadership?
- Building a collaborative learning cohort
- Leading the work of beginning
- Enhancing self-awareness and learning practices to support yourself in the tough work of leading

Session 2 and Session 3:

Tools and practices for leading:

- Moving from talk to action
- Creating measurable movement towards results
- Keeping stakeholders aligned and accountable
- Leading distinct, authentic and powerful conversations that move stakeholder forward
- Understanding the work of leading as a person, in role and within a system
- Giving feedback, coaching, consulting and mentoring
- Learning to diagnose critical incidents for improved immediate action and sharpening your observation skills
- Leading the work of transitioning

Session 4:

Moving towards the future:

- Deepening skills and practices
- Developing your unique language to translate your new practice and tools to your work and team back at work
- Crafting a personal development plan based on discoveries and feedback during the program
- Integrating the learning which took place during the classroom time and back at work
- Leading the work of ending
- Setting up a support system

Between sessions:

Between class sessions you will be working, hands-on, on your own real-life leadership challenges

You'll be supported by experienced faculty, the other participants in the program.

In addition you'll receive learning guides and articles.

After the program:

The on-line platform enables participants to continue to support each other.

In the light of their needs and available training opportunities at work, if needed, instructors can advise participants on further steps for learning and development.

Certificate:

Participants who complete the course successfully receive a certificate of completion from George Mason University's School of Public Policy. Participants are also eligible for 3.2 Continuing Education Unit credits.

Schedule:

The program runs for four months between March and May 2011, with 32 hours of classroom training:

March 4	Friday	2 PM TO 6 PM	May 7	Saturday	9 AM to 4 PM
March 5	Saturday	9 AM to 4 PM	May 27	Friday	2 PM TO 6 PM
April 2	Saturday	9 AM to 4 PM	May 28	Saturday	9 AM to 4 PM