

PREVIEW GUIDE



Leaders of Character

Leadership – The West Point Way

Table of Contents:

| | |
|--|------------|
| Sample Pages from Leader's Guide and Workbook..... | pgs. 2-12 |
| Program Information and Pricing..... | pgs. 13-14 |



HOW THIS WORKSHOP EXPLORES LEADERSHIP

Whatever the mission or industry, organizational results require conscious, consistent leadership. CRM Learning's *Leaders of Character: Leadership — The West Point Way* provides valuable perspectives and tools to help that process along.

This workshop has several unique characteristics that may affect the way you present it:

- Some participants may not have previously given a great deal of thought to the process of becoming leaders. They may not have considered that the leadership development process is replicable and can be mastered by others. Participants, absorbed in daily responsibilities, may not have taken the time to continue their own training and development in leadership skills.
- Participants will relate to this topic in a personal way. They will compare the learning experiences shared in the program with their own. They will be asked to make connections between how their leadership style affects their organizational results.
- Because this topic is central to how organizations achieve their mission and express their values, participants will appreciate a chance to collaborate on desired behaviors and ideas for improving results. The workshop exercises combine individual work with opportunities to share general concerns and ideas with others.

The video and workshop content will:

- Help participants consider the contribution made by their own leadership development experiences (career or educational), personal role models, etc.
- Emphasize six skills considered essential to effective leadership.
- For each of the skill sets, provide participants an opportunity to explore how it is being applied, or could be applied, in their own work environment.

WORKSHOP GOALS

- To explore a unique approach to developing and applying six fundamental leadership skills essential to success in any organization.
- To demonstrate that leadership, and the process of developing our own leadership abilities and those of others, is often a collection of experiences, not just individual courses, training or projects.

Specific workshop objectives can be found on page 19 of this Leader's Guide, and are summarized on Slide 3 in the Presentation Script.

Standard Training Design

| Workshop Segment | Workbook Page | Duration in minutes |
|---|---------------|---------------------|
| Workshop Introduction <ul style="list-style-type: none"> • Workshop Purpose • Objectives • Ground Rules • Logistics | 1 | 5 |
| Participant Introductions <ul style="list-style-type: none"> • Introductions • Debrief | | 10 |
| Activity #1: Everything I Know About Leadership I Learned in... Activity and Discussion | 2 | 15 |
| Activity #2: Self-Assessment | Handout | 5 |
| Video Presentation <ul style="list-style-type: none"> • Introduction • Show video | 3 | 35 |
| Activity #3: Ethics and Communication in your organization <ul style="list-style-type: none"> • Complete Activity 3 • Debrief Activity 3 | 4–5 | 25 |
| Optional Discussion: Ethics | | Open |
| Activity #4: Teamwork and Delegation <ul style="list-style-type: none"> • Complete Activity 4 • Debrief Activity 4 | 6-7 | 25 |
| Optional Discussion: Teamwork and Delegation | | Open |

| Workshop Segment | Workbook Page | Duration in minutes |
|---|---------------|--------------------------------------|
| Activity #5: Planning and Learning from Failure <ul style="list-style-type: none"> Complete Activity 5 Debrief Activity 5 | 8–9 | 25 |
| Optional Discussion: Planning and Learning from Failure | | Open |
| Activity #6: Supporting the Organization's Mission <ul style="list-style-type: none"> Complete Activity 6 Debrief activity | 10 | 25 |
| Activity A: Planning a Leadership Development Experience (Optional) | 12 | Open (30–60) |
| Activity #7: Action Plan Debrief and Discussion | 11 | 10 |
| Conclude the Workshop <ul style="list-style-type: none"> Discuss Main Skill Points Learned Round Robin review | | 10 |
| Total Estimated Time* | | 190 (3 hrs, 10 min) |

*Does not include Break or Optional Activity/Discussion time

PRESENTATION SCRIPT

WORKSHOP INTRODUCTION (8 MINUTES)



SLIDE #1: Workshop Title

INTRODUCE yourself.

Make a brief comment about your own interest in leadership development, as well as the importance of this topic to leaders in every organization.

SAY

The specific skills discussed—in communication, teamwork, delegation, etc.—will not be entirely new information for you.

What will be new and different is the glimpse this program offers into a highly successful leadership development process, and the keys that process holds for how you as leaders can be more effective in your own organizations.



SLIDE #2: Workshop Purpose

STATE the workshop's purpose to the group:

- *To explore a unique approach to developing six leadership skills essential to success in any organization, and*
- *To demonstrate that leadership, and the process of developing our own leadership abilities and those of others, is a collection of experiences, courses, and training that can help us become Leaders of Character.*

Debrief Activity 1 (10 minutes)

ASK two or three of the participants to describe their recalled experiences from their notes on Workbook page 2.

- *What was the experience?*
- *What made it valuable?*
- *Was the experience planned to be a “leadership development” experience or did it just turn out that way?*

SEEK OUT common features in the shared experiences, and/or point out the variety in them.

If applicable, tie these experiences to some of the comments made during the self-introductions.

SAY:

Before moving on, let's complete another quick activity that will help us focus on our current leadership roles.

ACTIVITY 2: SELF-ASSESSMENT (5 MINUTES)**NOTE**

This is a brief activity that will help participants “tune in” to the leadership skills briefly referenced in the video, and how they personally demonstrate them in the workplace.

**HANDOUT**

Distribute the Self-Assessment Handout found on page 52 in the Participant Materials section.

SAY:

Take a look at this Self-Assessment Handout.

- *Each of the specific leadership skills listed on the Self-Assessment Handout can be associated with one of the six leadership skills that will be discussed in the video we're about to see.*
- *Using a Low-Medium-High point scale, evaluate your strength on each of these skills. You won't need to share your results with anyone.*
- *Also, don't complete the last question at this time—we will cover that question in a few minutes.*



NOTE:

Remind participants of the highly subjective nature of this exercise. Point out that even though they are subjective, the first responses are usually the most accurate.

ALLOW participants about 5 minutes to complete this activity.

Debrief Activity 2 (2 minutes)



SLIDE #6: A Look at Leadership

- Leadership is one of those things we tend to learn through experience, while we are busy accomplishing other things.
 - Not all of us take courses designed to build leadership.
 - Courses, on their own, are rarely adequate to the task of building leadership.

ASK and BRIEFLY DISCUSS:

Do you think of yourselves as “role models” in these two areas? If so, how?

Is that something that is comfortable for you, or not?

ACTIVITY 3: ETHICS AND COMMUNICATION (25 MINUTES TOTAL)

SLIDE #10: Ethics and Communication

Slide #10 summarizes the learning points for **Ethics** and **Communication**. Leave this slide on the screen as participants complete Activity 3.

SAY:

Let's take a look at the worksheets on pages 4 and 5 of your workbook.

The first part of the activity should be completed individually. The second part is a group activity.

- *Spend approximately equal amounts of time with each. I'll notify you when it is time to move on to the group activity.*
- *Choose a discussion leader for the group activity part of the exercise. You'll rotate that leadership responsibility for the next round.*

Review the activity and let me know if you have any questions.

Run the Activity (15 minutes)

Tell participants they will have about 15 minutes to complete the individual and group activities on Workbook pages 4 and 5.

At the 8-minute mark, suggest that they begin their group discussions.

Debrief the Activity (10 minutes)

For the individual activities:

Ask for volunteers to share any insights gained on the questions they completed individually.

- Prompt one or more participants to share how one or the other of the skill points makes a tangible difference in their department or organization.

For the group activities:

Ask one of the groups to discuss the relationship between these two skills—**Ethics** and **Communication**.

- *How do they depend on each other?*
- *Is it even possible to demonstrate one without the other?*
- *How do they connect in this organization's environment?*

Ask one of the working groups to share their ideas for a learning experience focused on Ethics or Communication.

If time permits, ask one of the other groups to share one of their ideas for a development experience on the other leadership principle.

SELF-ASSESSMENT OF LEADERSHIP SKILL SETS

How do you rate yourself on the following leadership skills? Check the rating that best applies, keeping in mind the highly subjective nature of this tool. Please limit yourself to no more than **four High** rankings.

| | |
|--------|---|
| High | I feel strong and confident in this area. My peers and subordinates would agree. I can point to tangible examples. |
| Medium | Sometimes I feel confident; at other times I question my effectiveness in this area. I give this development area sporadic attention. |
| Low | I acknowledge the need for improvement here. I recognize its value, but have not focused attention on it. |

| <i>Check the rating that BEST applies in each case:</i> | High | Medium | Low |
|---|------|--------|-----|
| I maximize individuals' (my subordinates') strengths to support team goals. | | | |
| I internalize my organization's values. | | | |
| I establish a comfort zone for followers in my workgroup to give me feedback. | | | |
| I live the organization's values so that others can trust what I say and do. | | | |
| I set a tone of openness and respect. | | | |
| I selflessly serve the needs of the team. | | | |
| I delegate to allow myself to focus on strategic issues. | | | |
| I empower people to make honest mistakes and learn from them. | | | |
| I plan for everything, but am prepared for nothing to go according to plan. | | | |
| I build abilities in others by delegating increasing amounts of responsibility. | | | |
| I chase success rather than run from failure. | | | |
| I am receptive to input on my plan from those around me. | | | |

My three strongest skills are:

Two areas where I think improvement is needed are:

What is the connecting piece that distinguishes a **Leader of Character** from other leaders?

ACTIVITY #3: ETHICS AND COMMUNICATION

KEY IDEAS

Ethics:

Have you ever noticed how the right thing to do is always the hardest thing to do? And the easiest thing to do is usually the wrong thing to do?

- Internalize your organization's values.
- Live the organization's values so that others can trust what you say and do.

Communication:

...not only do you keep your people informed of what's happening, which is vitally important, but they also keep you informed ...so you can deal with the issues.

- Set a tone of openness and respect.
- Establish a comfort zone for followers to give you feedback.

ON YOUR OWN

| Ethics | |
|---|----------------------------|
| Describe an example of how your subordinates "took the lead" from your behavior in an ethical dilemma. | Example: |
| How did your efforts in the example above make a difference to your organization? | How it makes a difference: |
| Communications | |
| Describe an example of how you establish a comfort zone for followers in your workgroup to give you feedback. | Example: |
| How do your efforts in the example above make a difference to your organization? | How it makes a difference: |

AS A GROUP

Work together in your group to complete the following activities.

| Making Connections | |
|--|---------|
| <p>Think back to the ideas introduced in the video about Ethics and Communication. How do these two skills relate to each other in your organizational environment?</p> | |
| Plan a Learning Experience | |
| <p>What type of training or other learning experiences could you plan to help build Ethical and/or Communication skills in your organization?</p> <p>Describe each idea briefly. These ideas can be a class, an activity, a change in procedure, bringing in a speaker, or any other activity designed to improve the skill.</p> | Idea 1: |
| | Idea 2: |
| | Idea 3: |



Materials Included With *Leaders of Character*

The workshop designed to accompany the video-based program is a flexible, yet comprehensive half-day training design. The workshop kit includes all the materials you'll need to run the program:

- ◆ The chaptered **DVD** of *Leaders of Character: Leadership - The West Point Way* provide the theory and examples to illustrate the workshop topics. It is a documentary-style program and may be played continuously or in a stop-n-start manner. The DVD is closed-captioned.
- ◆ The **Leader's Guide** provides step-by-step instructions for introducing activities, leading discussions, and making transitions between the video, group discussions, and exercises. Two complete training designs are included: one for showing the video nonstop, and one for showing the video stop-n-start to allow for activities and discussions in between video segments. Both training designs offer optional activities and discussions to help you shorten or lengthen your workshop, as desired.
- ◆ A **CD-ROM** contains both **PowerPoint® slides**, and 3 **Booster Shots™** follow-up emails. The PowerPoint® presentation can be used to highlight key discussion points and activity instructions during the training session. Your CD-ROM also has a Booster Shots™ folder with three brief PowerPoint shows (that launch and run automatically) to use for workshop follow-up and reinforcement. Each Booster Shot includes slides with key points from the video, and the facilitator should email one Booster Shot per week to all participants for 3 weeks after running the session. Regular Booster Shots will help everyone focus on and practice the skills to become Leaders of Character.
- ◆ The **Participant Workbook** contains the worksheets for the suggested exercises in the Leader's Guide. Also, the majority of the information contained in the PowerPoint slides is reproduced in the Participant Workbook so participants spend less time taking notes. 10 Workbooks are included with each kit.
- ◆ **Reminder Cards** with the program's key learning points are distributed to participants at the workshop's conclusion for their use following the session. 10 Reminder Cards are included with each kit.

Program Information and Pricing

Purchase Price: \$995.00

Rental Price: \$275.00 *(five days, does not include participant materials)*

Preview Price: Free

Running Time: 38 minutes *(yes, we know it's a little longer than most training programs, but it's SO worth it!)*

Materials included with purchase: DVD, Leader's Guide, CD-ROM with PowerPoint® presentation and 3 follow-up Booster Shots™, 10 Participant Workbooks, 10 Reminder Cards,

Quantity Pricing Discounts

Leaders of Character Program

| | |
|--------------|---------|
| 2 copies | 10% off |
| 3-5 copies | 15% off |
| 6-10 copies | 20% off |
| 11-15 copies | 25% off |

Industry discounts may apply; call your Sales Consultant for more information.

Participant Workbooks

| | |
|---------|---------------------------|
| 1-50 | \$14.95 each (list price) |
| 51-250 | \$13.46 each (10% off) |
| 251-500 | \$12.71 each (15% off) |
| 501+ | \$11.96 each (20% off) |

Reminder Cards (sold in packs of 10)

| | |
|---------------|-----------------------|
| 1-50 packs | \$5.00 each |
| 51-250 packs | \$4.50 each (10% off) |
| 251-500 packs | \$4.25 each (15% off) |
| 501+ packs | \$4.00 each (20% off) |

(contents, pricing & discounts subject to change without notice)