



The ACCP Leadership Experience

Day One

Introduction: The mindset of exceptional leaders. What separates good leaders from excellent ones is the manner in which excellent leaders view the world of work — especially with regard to problems and opportunities. They approach these problems and opportunities with a different mindset. It is this mindset that is the target for this development experience.

Movie: "Twelve O'clock High" — This film forms the foundation for future facilitator interventions throughout the development session. This movie also serves as a model for leadership interventions detailed on the final day.

Participants are divided into teams and begin operating their simulated companies.

Day Two

Participants continue to operate their simulated companies.

Sessions scheduled:

Structure & Organization

Purpose: In order to create the environmental context that will allow people to commit to the work to be done, it is important for managers to be able to specifically define structure and organization and to understand their use. To this point in the session, participants will have been exposed to some varying degrees of organization and structure, but they will have appeared and disappeared. This discussion is designed to provide a review of these concepts in light of the experience of each group to address the business problem with which they are faced.

Description: Structure divides, organization unites. Organization is the process of working together, while structure is the result of breaking the whole into progressively smaller parts (working through people). Types and aims of organization are revealed; exploration of the practical uses of each and how they affect the ability of the individual or group to perform.

Individuals organize at the activity level in the workplace. They will organize in one of four ways:

1. Political
2. Competitive
3. Social
4. Cooperative

This session allows participants to identify how people work together and how to recognize and correct dysfunctional group dynamics.

Outcomes: An understanding of the need to allocate resources, assign accountability and delegate authority. An understanding of the elements of organization (building of a willingness to serve; system of communication; commonality of purpose) and how they relate to defining the work and what needs to be done. Beginning understanding of the need to have net satisfactions be equal to or greater than burden(s) and the role this concept plays in motivation.

Policy

Purpose: To provide the working foundation for managers to create expectations of performance from others. "Make no small jobs."

Description: The difference between good and exceptional managers is that good managers use people as they would any other resource. They take assigned work away – they instruct people on how to do the work rather than what is to be accomplished. An often-used description is that "they manage at the wrong level." Exceptional managers work through people to accomplish significant outcomes. These managers provide focus and direction and allow others to accomplish significant business outcomes. Exceptional managers understand that policy is the creation of accountability through the creation of business outcomes, the assigning of authority, and the allocation of resources.

Outcomes: Specific skills are learned to accomplish significantly more with fewer people and financial resources.

Day Three

Participants continue to operate their simulated companies.

Sessions scheduled:

Cooperation

Purpose: Create an understanding of the types and nature of cooperative systems; develop an ability to engineer and use these systems in accomplishing the common end; and recognize how to determine if cooperation has been effective.

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Competitive Advantage through People®



The ACCP Leadership Experience, continued

Description: Participants are asked to relate the key concepts of the nature of cooperation to their experience working together over the past few days. Can they define the activity levels and common ends? Were they able to communicate effectively? Did everyone contribute and engage in the work? What conclusions can they draw from their efforts to cooperate? In this discussion examples of the different types of organization they have experienced emerge. These are related to examples from "Twelve O'clock High," and compared to contexts that they have created through the week.

Outcomes: Participants are able to quickly diagnose and correct dysfunctional group dynamics. Most importantly, they understand the specific actions they must take to allow a group of people working together to cooperate.

Incentives

Purpose and Description: Incentives can be a powerful force in changing behavior. Unfortunately, incentives are often misunderstood and misused creating a series of unintended consequences. The question of "Why use incentives if you don't have to (why cost the company more money)?" is addressed in specific detail.

Outcomes: Participants develop an understanding of the roles incentives play on behavior.

Executive Function

Purpose: Create an understanding of the functions of the executive and the processes used to accomplish these functions.

Description: The fundamentals of maintenance of communication, securing of essential services from individuals, and the formulation of common ends. The identification of barriers to cooperation (communication, commitment and commonality of purpose), identification of critical factors that limit or inhibit performance, and the reestablishment of cooperation are discussed in relation to the environment they have been experiencing. The role of mindsets in establishing and changing behavior and how people relate to the work.

Outcomes: Understanding the leadership dilemma: Is the rock too big or are the people too small? How to change the perspective of people in relation to the work at hand. Understanding the need to focus on the worker, not the work.

Day Four (1/2-Day)

Sessions scheduled:

Real World Issues

Purpose: The purpose of this discussion group is to relate the concepts that have been introduced to real-life issues facing the participants.

Description: This is accomplished in a couple of different formats, depending upon the makeup of the session. Participants are encouraged to speak openly, but are also provided a method to anonymously contribute questions that are then addressed by the facilitators.

Outcomes: Participants receive clear understanding of how to apply specific concepts to their work environment.

Leadership

Purpose: Participants are exposed to a definition of leadership that is specific and provides for direct application in both the simulated and their real environment.

Description: The session provides a template that will allow managers to identify and correct significant high-level performance problems quickly and easily. Participants learn the need to identify the barrier, the problem and the critical factor that is limiting performance.

Outcomes: Participants know how to quickly identify and correct significant performance issues immediately.

Surviving the Experience

Purpose: Provide a context from which the participants can return to work and begin to apply the material.

Description: This session centers around helping participants understand that they should not attempt to return to work and "change the world"—rather, they need to work on applying the principles and concepts to their area of control.

Outcomes: Participants often cause this dialogue to become another "Real World" session, where direct application to specific problems becomes the dominant theme.

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