Leading From Within™

Leadership for a global marketplace

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September 2011
The Impact of a Leader

Raising Productivity and Profitability
Program topic outline

- The Impact of a Leader
- A practical approach to leadership development
- Leadership development to build capacity and consistency
- Leading From Within™
- Action to Excellence

There will be miscellaneous exercises throughout, participant involvement is welcomed
“The dominant competitive weapon of the future is the education and skills of the workforce.”

Lester Thurow
Sloan School of Management
A practical approach defined

Leadership Development
The research – 1999 - 2011

- Twelve (12) years of research with clients spanning four different industry sectors –
  - Manufacturing (semi-conductor, food, industrial equipment)
  - Healthcare (small and large hospitals, private clinics)
  - Service (banking, financial services)
  - Government (state and local)
The research – 1999 - 2011

- 112 manager-leaders assessed for their leadership competencies
- Almost 400 ‘Direct Reports’
- Continual improvement imbedded into the design
The research – 1999 - 2011

• Common / unique knowledge, skills, and behaviors desired of leaders across all sectors

• It all comes down to behavior ... and a view of leadership

• Anyone can learn to be an effective leader
**General findings**

**Effective Leaders ...**

- Are committed to the organization's goals.
- Foster and maintain a work environment where people are emotionally and intellectually challenged.
- Build an energetic and positive attitude in others and inspire them to do their very best.
- Create a shared sense of purpose where people are more inclined to invest energy and time in their work.
Emerging from the study is ‘Leading From Within™’, a program that addresses leadership from three vantage points:

- Executive-level
- Mid-level
- Individual contributor or team-leader level
Putting a DEVELOPMENT framework in place

1. Strongly linked to existing systems and organization needs
2. Multiple solutions for typical learning challenges
3. Visible and available to leaders in an accessible manner
4. Measurable in both a quantitative and qualitative manner
5. Proactive sponsorship by site leadership.
WIIFM

... can best be answered through the ‘Leadership Equation’
The ‘Leader Equation’

'The extent to which you are perceived as being an effective leader is directly proportional to the extent to which people feel, after each interaction with you'.
“Everything a leader does, or does not do, adds to, or subtracts from, that person’s ability to be an effective leader”
Leadership Development

Building Capacity and Consistency
Development as an Initiative

Career Development
An individual perspective on future growth opportunity and role preparation, driven by motivation and rewards

Employee Development
An organization perspective on providing learning experiences in the workplace to build organizational capability for continuing improvement
A Development Framework builds Individual CAPABILITIES

- **Development**
  - Objective: Performance excellence
  - Driven by the Individual
  - Focus on Capability
  - Supported by the Company
  - In many cases, intentful planning or crisis management drives development

- **Training**
  - Objective: Competency attainment
  - Driven by the company
  - Focus on Competency
  - Supported by the Individual
  - Most organizations do a reasonably good job in this area

Not Yet Competent
Capabilities tend to be in the DEVELOPMENT frame of the model
Pillars of Leadership

Forward Thinker
Knowledge
Honesty
Communicator
Inspiring
Ambiguity
Purpose Driven
Leading from Within

Leadership in a global marketplace
Program Methodology

Design Features –

✓ Each module 4-hours in length
✓ Grounded-theory → tools and techniques
✓ Role-plays and Case-studies
✓ Participant engagement to enhance learning
✓ Action-learning skill-practice between structured sessions
Program Methodology

Materials -

✓ Custom-designed by ATX
✓ Associated copyright materials
✓ Handouts augment structure
✓ Serves as resource library
Foundation Modules

Customer-Focused Workplace

Principled Leadership

A Quality Approach to Problem-Solving
Competency Modules

- Setting Expectations and Giving Performance Feedback
- Communication and the Art of the Question
- Employment Law and the Workplace
- Motivating and Cultivating Institutional Knowledge
- Hiring, Interviewing, and Techniques to Enhance Employee Retention
- Managing Group and Organizational Conflict
- Conducting Effective Meetings and Managing Time
- Performance Management and Progressive Discipline
- Improving Service from the Customer’s POV
- Setting Direction and Maintaining Accountability

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Capstone Modules

The Advantage

Team

Coaching for optimal performance

Leading in the Face of Change
Project and Follow-up

**Project Component** – Participants work on a selected project that has value-added benefit to their company, using learnings from the program.

**Follow-up Feature** – A follow-up session is conducted 60-days after completion of the program to review progress of skill integration of leadership practices and project status.
Action To Excellence
Action to Excellence, Inc.
Who we are

- **Service Mission**
  - ATX works with organizations to develop a collaborative, improvement-focused workforce.
  - *Leading from Within™* ~ Flagship leadership development program

- **ATX Principals & Expertise**
  - CQI, LEAN Methods and Leadership Development
  - Over 30-yrs collective experience in Multiple Industry Sectors
  - Graduate Business Education Studies
  - Service & Product Solutions
Some of our clients who have selected ATX and Leading From Within™
A Vermont-based consulting firm, ATX serves clients in over a dozen states and Canada. With approximately 45 client projects annually, ATX strives to help clients create high-performing organizations.
Thank You!