

Session Schedule

Session	Topics	Date
Webinar 1	Orientation, launch 360 assessments	April 17, 2024 Available Apr 15-19, 2024
Residential Session 1	Day 1: Leadership Fundamentals Imposter Syndrome	May 7-9, 2024 (IA)
	Day 2: DiSC Giving and Receiving Feedback	
	Day 3: Collaboration & Coalition Building Project Action Team Launch	
Webinar 2	Motivation and Recognition	June 5, 2024
Webinar 3	Time Management and Efficiencies (One day split into 2 parts)	July 10, 2024
Intercession	1:1 Time Management & Efficiencies Coaching	July 2024
Residential Session 2	Day 1: Emotional Intelligence	August 19-23, 2024 (MN)
	Day 2: EQ Continued Conflict and Negotiation	
	Day 3: Conflict and Negotiation Case Study	
Webinar 4	Breaking Down Silos	September 11, 2024
Webinar 5	Leading in a Virtual Environment	Oct 9, 2024
Residential Session 3	Day 1: High Impact Communication	October 22-25, 2024 (NE)
	Day 2: High Impact Communication	
	Day 3: DEI	
Webinar 6 and 7	Strategic Thinking and Problem-Solving Part 2	November 13, 2024
Webinar 8	Intergenerational Communications	December 11, 2024
Webinar 9	Coaching Skills for Leaders	January 15, 2025
Webinar 10	Innovation in Public Service	Feb 19, 2025
Residential Session 4	Day 1: Change Management	April 1-April 3, 2025 (MN)
	Day 2: Why Good Leaders Fail PAT Presentation Prep	
	Day 3: PAT Presentations Graduation	
WDC Trip April 28-May 2		

Two-hour webinars will be held from 10am-12pm CT. Two-part webinars will be 10am-12pm and 2pm-4pm CT.

Topic Overview

Webinar 1

Orientation

Residential Session 1

Leadership Fundamentals

To be able to lead others well we must first be able to lead ourselves; self-leadership, in fact, is the best example any leader can set. In order to lead ourselves we must first develop an understanding of how our mental models and communication skills impact our leadership styles.

This workshop is about reflection and understanding. Through discussion and interactive activities, participants will define effective leadership and explore the impact of assumptions and mental models on dialogue skills. They will also learn techniques for revealing one's own thinking, understanding the thinking of others, and communicating more effectively in conflict situations.

This session also helps participants acquire new tools for effective interpersonal communications leadership requires. A set of skills and tools are examined that can break through the barriers that typically restrict effective communications. While there is far more to clear communications than simply using a tool or following a checklist, an understanding of these communication-enhancing tools will minimize the likelihood of missed opportunities or miscommunications. Through discussion, practice, and interactive exercises participants will learn how to put these skills to use in creating an environment for effective communications to take place.

- Identify the habits of effective leaders and how to develop those habits
- Learn the characteristics of effective teams, and the leader's role in building and maintaining the environment for success
- Examine mental models and how they shape our view of the world
- Acquire new tools for effective interpersonal communication
- Learn the art and science of skillful discussion

Imposter Syndrome

Imposter syndrome referring to high-achieving individuals marked by an inability to internalize their accomplishments and a persistent fear of being exposed as a fraud. Despite external evidence of their competence, those exhibiting the syndrome remain convinced that they are frauds and do not deserve the success they have achieved. Proof of success is dismissed as luck, timing, or deceiving others into thinking they are more intelligent and competent than they believe themselves to be. As a consequence, individuals with this mindset may limit their visibility and their contributions, "hiding their light under a bushel" to the detriment of themselves and their organizations.

Participants will learn how to address and overcome this issue. There are many ways to address the imposter syndrome. At the heart of them all is the constant reminder to ourselves that it is better to be real than perfect. Being willing to admit challenges and shortcomings, in the context of the many great things we do and are capable of, demonstrates an openness that allows us to achieve our true potential. Participants will learn and be able to practice the ten key strategies for success.

- Understand the symptoms, causes, and impact of the “imposter syndrome”
- Learn and apply a set of strategies to address the syndrome to enable us to operate at our full potential

DiSC

The DISC inventory, developed by William Moulton Marston, profiles four primary behavioral styles, each with a very distinct and predictable pattern of observable behavior. Applied in corporate, business and personal situations the DISC inventory can lead to professional and personal insights. The results of the online disc profile report are designed to provide strategies for interpersonal success through more effective communication, understanding and tolerance. DISC is used for personal growth and development, training, coaching and managing of individuals, groups, teams, and organizations.

The DISC is used as a learning tool to and is fundamental to leadership. Understanding behavioral styles benefits personal and professional relationships by improving communication skills and reducing conflict; creating rapid rapport and connection with people. Imagine being able to better understand what motivates people and being able to recognize how to effectively deal with others.

DiSC assessments will be completed by LDP participants.

- Understand and appreciate the different DiSC styles
- Learn to better connect with colleagues within your work team whose priorities and preferences differ from yours
- Improve the quality of your work team by using DiSC to build more effective relationships

Interpersonal Communication: Giving and Receiving Feedback

Whether we recognize it or not, we are constantly providing and receiving feedback. How we provide or receive that feedback will often spell the difference between success and failure. Participants in this workshop will develop communication skills for improving dialogue about performance through active listening and balancing advocacy and inquiry. They will learn and practice a six-step process for giving feedback and will also learn to receive feedback in a constructive manner.

- Develop skills for giving and receiving feedback
- Learn to use a consistent six-step feedback model to communicate observations and conclusions about employee performance and achieve agreement with the employee
- Learn a three-step feedback model for providing feedback to bosses and peers

Collaboration and Coalition Building

Coalition building is needed when one organization recognizes it alone does not have the resources or people power to have a real impact on an issue. Coalitions assist in setting priorities for action, helping to identify specific data and informational needs from other groups and agencies, sharing resources and expertise, and broadening the development of new audiences.

The 21st century requires real collaboration and teamwork; a bringing together of all the knowledge, issues, possible solutions, needs and funding of multiple, well-informed stakeholders. Leaders at all levels need to build coalitions, both within their organizations and with other governmental as well as private stakeholders.

- Define coalitions and how they can serve organizational needs.
- Reinforce the importance of partnering
- Enhance political savvy
- Provide better customer service by building strategic relationships with partners

Project Action Teams (PATs)

CI International will help leverage classroom learning with support to NRCS Project Action Teams (PATs). In managing other large-scale leadership projects, we have found this to be one of the most effective ways to tie leadership theory to the organization's core business. Project Action Teams address real-world issues or programs within the NRCS. The PATs have time dedicated during the residential sessions work on their projects and to get just-in-time feedback, consultation and support from the CI instructor and fellow class participants. They will also work virtually throughout the program. PAT's will conclude their work with a presentation at graduation on documented findings and specific recommendations.

PAT's will help the NRCS realize several benefits. First, strategic issues will be examined by a group of the best and brightest aspiring and entry-level leaders; those who have shown a capability and talent for leadership and strategic thinking. It will also be a learning opportunity for all concerned. PAT's involve leadership development at both the individual and group level.

Webinar 2

Motivation and Recognition

Supervisors have far more power to motivate and engage employees than they may believe. While the most lasting motivation comes from within, supervisors can create an environment in which people step into motivation and choose to maximize their engagement. Leaders do have the ability to motivate and inspire others to do great things. Individual leaders have the greatest impact on areas in their immediate working environments. When these leaders are successful in their smaller spheres, there is, by extension, a positive influence on the larger organization's results.

Far more than an academic exploration of motivation, the workshop will provide a set of practical tools and models that leaders can immediately apply in the workplace. The session will give leaders new insights to create and sustain the environment that fosters the self-motivation and engagement necessary for team and organizational success.

- Understand their role as leaders in providing vision, visibility, and momentum to create a self-motivating culture that leads to employee engagement
- Hold constructive performance conversations
- Hold effective career development conversations
- Gain insight into how recognition serves to create a workplace environment that increases morale and productivity
- Create action plans for improving engagement and job satisfaction

Webinar 3

Time Management and Efficiency

All organizations are challenged to effectively garner high productivity of their most valuable resource: their human resource. DCs must be given the organizational and productivity education to assist them in reaching their full potential. Learning how to manage time and tasks effectively supports achieving job objectives and full accountability to the organization.

This combination training with 1:1 coaching application is designed to jump-start participants to become more efficient and productive immediately following the training. The first half of the training is an in-person session. focused on productivity strategies, methods and best practices.

Following the classroom session, our nationally recognized productivity consultant meets virtually with each participant one-on-one, logging into their workstations to collaborate on how best to implement and customize systems to meet their specific and unique job responsibilities. Coaching sessions provide individuals understanding of how their current behavior can be inhibitors to getting things done. The focus of productivity coaching is about changing habits and utilizing more effectively productivity tools and applications. This is a highly individualized service. Time is focused on the specific needs of the individual and their unique work tasks and challenges as they relate to productivity and organizational systems.

(Final objectives determined by each participant's specific job duties and challenges):

- Understand fundamentals of organizing theory
- Learn best practices of managing paper and electronic records
- Gain strategies on managing email effectively
- Learn time management theory and implementation of strategies
- Understand how to track, manage and complete tasks and projects
- Learn how to manage and track meeting and project information
- Learn how to utilize the functionality in productivity applications (e.g., Outlook or Gmail)

- Gain one-on-one coaching to customize organizational systems
- Developing systems to support maintaining team-centered operations despite separate offices

Webinar 4

Breaking Down Silos

A silo mentality is often the result when departments or sectors do not share information with others in the same organization, or across organizations that are working towards a shared goal. This mentality will reduce efficiency in the overall operation, reduce morale, and contribute to the demise of a productivity. Leaders have a responsibility to prepare and equip their teams with the proper mind-set to break down this destructive organizational barrier.

Silos form for seemingly legitimate reasons. People who perform like tasks and/or have similar skill sets are gathered together by their organization for increased efficiency and effectiveness. This logical structure, however, can inadvertently create an us vs. them mindset between different elements of the organization that should be working together. Many of the teambuilding challenges in organizations are not issues within particular teams, but rather the connection between the teams. Participants will learn a practical model for breaking down silos and have the opportunity to practice the skills to do so in the classroom setting.

- Understand the underlying causes of a silo mentality
- Learn how to address the issue on both an organizational and team level
 - Create a unifying vision
 - Motivate towards that vision
 - Collaborate and co-create for success

Residential Session 2

Emotional Intelligence

Research on emotional intelligence has shown that successful performance on the job is significantly impacted by the skills and attributes of emotional self-awareness, stress management, and the ability to pick up on social cues and build effective working relationships. While we may know the right thing to do in a given situation, we are often “hijacked” by our emotions in stressful situations and behave in ways that interfere with our own and our team’s success.

Through Emotional Intelligence (EI) for Leadership and Self-Awareness, participants increase their understanding of emotional intelligence and learn how a greater awareness of EI increases their effectiveness as a leader, manager, and public servant. The EI workshop covers both intrapersonal and interpersonal intelligence, the ability to understand the intentions, motivations, fears, and desires of others and self, and the impact of increased EI on our lives and the decisions we make.

- Discover what emotional intelligence is and why it matters
- Identify emotional patterns – personal strengths and weaknesses

- Effectively manage behaviors that may limit optimal performance
- Discover how emotional intelligence can enhance work performance
- Explore EI as a leadership competency

Conflict and Negotiation

It's impossible to be truly effective in the workplace without the assistance and cooperation of others. Such interdependence, however, can produce conflict. Resolving conflict in a way that helps people find common ground and mutual understanding is a critical leadership skill. Finding a resolution that satisfies conflicting priorities can stimulate new approaches to old problems, thus innovation is often a by-product of well-managed conflict. Unfortunately, many people are afraid of conflict, so it goes underground, sabotaging projects, and destroying team spirit.

This workshop provides tools and techniques to find common ground while uncovering perspectives on how each party sees the issues, and how to reach an equitable agreement on what should be done, by whom, and when. Participants in this workshop will utilize the Thomas-Kilmann conflict inventory to learn how to address conflict and negotiate agreement without giving in.

- Identify your personal conflict management style and how it helps and hinders resolution of conflict
- Learn to manage conflict – and use it positively
- Increase your confidence in dealing with conflict
- Turn conflict situations into opportunities to communicate openly and effectively
- Become an effective and principled negotiator
- Gain tools for finding common ground
- Learn to help yourself and others and focus on interests instead of taking unreasonable positions

Webinar 5

Leading in a Virtual Environment

In order to take full advantage of teleworking, organizations need supervisors who can effectively create, manage, and lead telework teams. The challenge comes down to leadership.

Many front-line leaders are anxious and uncertain about telework programs, fearing loss of control over employees' daily work and lacking trust in their subordinates' ability to work without direct supervision. This workshop will focus on building the leadership skills, trust and confidence to manage a successful telework program.

- Gain tools to more effectively lead in a telework environment
- Raise "hot button" concerns managers have regarding telework and identify strategies to resolve telework problems
- Learn the four best practices of successful telework and how to apply them as a manager
- Establish effective communication protocols and strategies

- Learn to plan/manage effective virtual meetings

Webinar 6 & 7

Strategic Thinking and Problem Solving (2 Parts)

In these turbulent budgetary times the need for a strategic perspective grows increasingly important. While these can be seen as difficult or dangerous times for government agencies, the future is also full of opportunities. Strategic thinkers are the people who will give these opportunities life and capitalize on them. In today's rapidly changing environment, leaders need a broad perspective, vision, and an intrinsic awareness of the trends and developments shaping their work. The need for a strategic approach to work is no longer limited to senior leaders. Operational leaders, typically limited to a tactical focus, will need to develop a more strategic outlook in order to help their teams adapt to this rapidly changing world.

This workshop will provide participants with a set of tools that will facilitate a shift from the tactical to the strategic. The emphasis will be on increasing awareness of the importance of strategic thinking and providing the necessary background and skills to effectively put that thinking to work. Participants will also learn decision making tools, tips, and traps that they can immediately incorporate into their daily work.

- Learn the difference between tactical and strategic thinking approaches
- Take a systems thinking approach to decision making
- Identify and interpret environmental factors that influence strategic thinking
- Forecast the ripple effects of strategic decisions
- Identify detractors that commonly prevent strategic thinking

Webinar 8

Coaching Skills for Leaders

Growing leaders of tomorrow requires engaging with employees in new and different ways- making the choice to interact with them through a different kind of conversation. Coaching is about application of learning and positive, visible change. Through coaching, employees develop their own critical thinking skills.

- Understand what makes a good leader a good coach
- Foster a culture of coaching

Webinar 9

Innovation in Public Service

In this interactive workshop participants will learn to overcome individual and organizational

barriers to innovation. "Do more with less" has been the mantra for many government agencies over the last few years due to the economic and budgetary climate. Though the call is daunting, there is an element of creativity that comes into play when goals change and/or cuts are called for and existing processes and approaches are no longer sufficient. Finding the balance between respecting the tried-and-true, and moving the

organization forward, lies at the heart of what makes innovation in public service both challenging and rewarding. This workshop will provide practical tools to find that balance.

- Create an innovative mindset towards problem solving
- Identify cultural elements in public service that serve to foster or inhibit innovation
- Learn to manage risk in pursuing innovative approaches
- Secure management support and commitment for new ideas

Residential Session 3

High Impact Communication

Enhanced skill and newfound confidence in communication are critical leadership skills that can be applied while speaking before groups, participating in and conducting meetings, working with or leading a team, or simply communicating one-on-one. In this two-day training, even effective communicators will have the opportunity to learn new skills and gain experience to make them even better communicators who command respect and authority.

Communication at its best is a two-way process requiring not only the ability to speak so others will listen, but also the ability and discipline to listen while others speak. Listening skills are as essential as speaking skills – and are often overlooked. Individuals learn techniques to increase their comprehension and retention, and also learn to look like they are listening. Both aspects of communication need to be learned, adhered to, and practiced in order for an individual and an organization to operate at its best.

In addition to numerous opportunities for experiential learning, participants will put the tools learned in the workshop into practice through 4 progressively more challenging presentations (2-4 minutes each). They will work 1:1 with a coach viewing these four recorded presentations.

- Enhance the ability to speak so others will listen – and listen while others speak
- Learn techniques to better communicate by enhancing the ability to better connect
- Add to personal power and confidence by learning the most effective techniques to communicate with increased confidence, authority, and efficiency
- Acquire non-verbal communication skills to command presence and enhance credibility
- Learn a powerful tool that will help focus thinking and organize thoughts
- Organize and deliver high-impact, professional-level briefings and presentations
- Learn techniques to inform, inspire, persuade, and call others to action
- Learn to think and speak under pressure
- Improve the ability to make a positive impact within a diverse workforce

Creating a Culture of Inclusion

Employee engagement depends upon the organization's ability to foster a culture of inclusion. Creating an inclusive environment allows us to take advantage of different points of view, leverage the power of difference, and sustain a workplace where everyone can contribute to his or her fullest potential.

This workshop helps participants understand what diversity, equity, and inclusion are and why they are critical to accomplishing organizational mission. Participants will be introduced to concepts that allow them to explore their own unconscious biases and how they show up in workplace behaviors. They will develop a working definition of diversity and how it applies to the organization, examine the language of diversity, and suggest ways to be more inclusive in communication. Participants will also develop a personal action plan.

- Know what drives an inclusive culture
- Develop an understanding of cultural identities
- Understand bias and the personal and organizational impact
- Understand why culture matters
- Develop and apply strategies to help create an inclusive culture

Webinar 10

Intergenerational Communications

Generational difference is a powerful framework for discussing what binds some individuals together in the workplace and what drives others apart. This workshop gives participants an understanding of the shaping influences, values, and behaviors of different generations and provides strategies for communicating across potential barriers.

Participants in this workshop will examine the Baby Boomer, Generation X, Millennial, and Generation Z generations, discussing the major events that shaped them and identifying ways in which their values show up in the workplace. Then the discussion will turn to how best to improve communication by identifying, understanding, and meeting each generation's communication preferences.

- Understand the distinct characteristics of each generation, the influences which helped to create their values, and the likely impacts on workplace behaviors
- Identify generational communication preferences and obstacles
- Develop strategies to address communication obstacles for each generation
- Develop a communication plan that supports an inclusive workplace culture
- Create a Personal Action Plan to increase effectiveness

Residential Session 4

Change Management

Leaders of organizations and teams have a choice: they can simply let the tide of change sweep them along to an uncertain outcome, or they can grow through change with intention and purpose. The latter path helps to ensure that the change initiative is firmly anchored in the organization's culture, and that employees are focused and engaged. CI International's Change Management for Leaders provides the tools and support leaders need to achieve a fully successful change initiative.

This workshop will present best practices for leading and guiding change, models for understanding the psychological aspects of change, and pitfalls to watch for in change

efforts. The training will also demonstrate how a clear and elevating picture of the future and a compelling reason to become part of that future are two critical elements of helping members of an organization process through the transition period associated with change. Demonstrate the importance of change management as a key leadership skill.

- Show why many strategic changes fall short of expectations
- Understand the nature of change and current successful change models for organizations
- Learn to recognize the signs and symptoms of the stages of transition
- Develop a leadership model for successful transition management including specific leadership skills, behaviors, roles, and responsibilities
- Recognize different types of resistance encountered in change efforts and how to engage employees to overcome barriers
- Begin the process of identifying issues that the participant must ultimately process in order to move ahead

Why Good Leaders Fail

Leaders can be defined in a moment, or over a period of years. Effective leaders acknowledge that it is preparation that can quietly or quickly advance them or result in a career-ending move. Leaders do fail at times, and the study of these situations can provide us with valuable lessons in leadership.

This workshop will explore case studies of leaders and public figures that were faced with defining moments in their leadership legacy and came up short. While most of our day-to-day decisions and situations don't rise to this level of consequence, we can learn a great deal by looking at what each leader faced, the options they had, and the paths they took. Afterward, we will then explore alternative paths and outcomes based on today's leadership principles.

- Explore contemporary lessons in leadership
- Understand what causes leaders to fail
- Examine the application of contemporary leadership models
- Help build "muscle memory" to better prepare and respond to leadership challenges

PAT Presentations

Graduation