

Inspiring Organizational Stewardship (IOS)

Leaders in Action

2020

The overarching purpose of this 12 day program is to equip participants with specific knowledge and application opportunities to address interpersonal and organizational barriers towards maximizing synchronicities across a business unit or dealership group, leading to both personal and business growth and success. Using the lens of organizational stewardship as an approach to both leadership and organizational development assumes people are motivated by more than their own well-being. Stewards are genuinely invested in their role as a caretaker of the organization. Stewards are actively responsible for their own behavior. Stewards make good use of inspiring genuine empowerment to shape lasting solutions to fundamental problems. Stewards seek to weave the threads of integrity as the core organizational fabric where maximizing sustainable business and people growth concurrently inform and support each other. Leading organizational stewardship is both a promise and a path; it is a call to action to encourage a more cooperative environment focused on group success.

Integral to this program is the requirement for participants to be part of a *Leaders in Action* team; the purpose of which is to collectively identify an organizational business development opportunity and create recommendations to support the realization of the identified opportunity. In support of the participants' integration and activation of the learning offered throughout the modules and their action project experience, Individual Coaching sessions will also be provided to each participant.

This 10-month experiential learning program consists of 5 learning models;

- **Leadership Style**
- **Leading Others through Change**
- **Transforming Teams**
- **Conflict to Collaboration**
- **Appreciative Leadership**
- **Organizational Action Project**
- **Individual Executive Coaching Sessions (8 hours/participant)**

Module Descriptions and Outcomes:

The *Leadership Style* module focuses on Leadership styles and defining Stewardship. Participants will:

- Discover the value and qualities of a dynamic inspiring active engaged organizational steward
- Identify their own leadership style using the Myers Briggs Type Indicator (MBTI)
- Explore strategies to improve collaboration and inclusion of various leadership styles.
- Create an Action Team Charter

In the *Leading Others through Change* module, participants will:

- Explore two models of change and transition that encompasses the neurological impacts of change and transition
- Apply one change and transition model to uplift your action learning project
- Practice using a coaching approach within their action project team

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In the *Transforming Teams* module, participants will:

- Explore the various stages of team development
- Apply team development strategies to enhance the efficacy of their action learning project team

In the *Conflict to Collaboration* module, participants will:

- Analyze various conflict resolution styles and identify their own dominant style
- Learn and practice a collaborative communication model to create authentic dialogue and resolve conflict

In the *Appreciative Leadership* module, participants will:

- Learn and practice Giving and Receiving Feedback for Improvement and Appreciative Feedback
- Learn and Practice a self and peer coaching model

Organizational Action Project Team:

As part of this program, participants will be assigned to an action project team where they will:

- Define the process for developing an organizational action project
- Collectively create an action team agreement
- Actively participate in identifying an organizational opportunity and construct a recommended solution that will contribute to the collective legacy of organizational growth.
- Demonstrate positive, collaborative, communication skills
- Throughout the program, apply their learning in the development and implementation of an organizational action project
- Support and authentically contribute to action team members positive engagement.
- Create a formal presentation and actively participate in the presentation to the Senior Leadership Team.

Individual Executive Coaching:

As part of this program, each participant will participate in ten, 1-hour virtual executive coaching sessions. These coaching sessions, will be scheduled to occur between classroom days and are intended to support participants in their integration of the learning, professional development growth areas and enable greater self-awareness.

Primary CCG Leader Development Competencies strengthened within this program include:

Core Competencies

- Builds Positive Relationships
- Communicates Effectively
- Fosters Teamwork

Manager Level Competencies

- Builds Collaboration
- Develops and Coaches Others
- Applies Systems Awareness
- Analysis and Decision Making

Frontline Level Competencies

- Solves Problems Effectively
- Develops Emotional Intelligence
- Navigates Conflict

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<u>Course Length</u>	12 days in total
<u>Participants</u>	Managers & Frontline Leaders. Participants must be approved by Senior Leadership Team
<u>Requirements</u>	Qualification for program completion: Participants must attend all 12 classroom days, all 10 virtual coaching sessions, dedicate sufficient time to apply authentic efforts in contributing to an organizational team action project and must meet with their organizational Mentor 10 times throughout the duration of the program.
<u>Prerequisites</u>	Participants must be recommended by the hosting organization's Senior Leadership Group. Participants must have a proven interest in applying their learning within their current work role, and are willing to meet the 'in and out' of class an requirements.
<u>Course Location</u>	Hampton Inn and Suites, 52 East Lake Avenue, Airdrie, AB T4A 2G8
<u>Homework</u>	In between classroom sessions, action project teams will continue to work individually and together to identify and create an action project, as well as prepare a formal presentation to the Organizational Senior Leadership Team.
<u>Reference/Materials</u>	Supporting materials will be provided for each module, including the Myers Briggs Type Indicator Instrument (MBTI), Thomas Kilmann Conflict Mode Instrument (TKI).
<u>Assessment</u>	Pre-and Post-Behaviour Competency Rubric Assessment tools will be provided to participants for their completion.

Organizational Mentors The hosting organization will provide an agreed upon Manager-Mentor for each course participant for the duration of the program. Appropriate Manager-Mentors will have

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completed a coaching program, demonstrated a high level of commitment to their own learning and growth, and be willing to take on the responsibilities of the Mentor.

The Mentor responsibilities throughout the duration of the program:

- Following each in-class course date meet (either in person or virtually) with their participant-mentee, for one hour. During this time, review the participant's learning action plan and provide a Coach approach to support the participant living into their commitments to action. Provide feedback for improvement and appreciative feedback.
- Review the progress of the participant's Action Team commitments and provide a Coach approach that support the participant to be responsible for their engagement, willingly share ideas with their action team, address emergent conflict they may be experiencing and validate and/or explore the legitimacy of the action project team's focus. Provide feedback for improvement and appreciative feedback.
- Provide 'ad-hoc' ongoing support to the participant as requested.
- Without violating confidentiality, on a monthly basis Mentor's will share their experience and progress or stumbling blocks, they are experiencing with their Senior Leader Team member.
- Attend an introduction and review of expectations with the course facilitator – date TBD.
- Participate in 4, Virtual 90 minute sessions throughout the program duration, Mentors Group, and be prepared to share your experience, the progress and the stumbling blocks.
- Provide peer coaching support to the individuals within the Mentor Group.

Senior Leadership Team Members Responsible for initiating the program and providing support throughout the duration of the program:

- Selection of 2020 Participants with Evoke Leadership Facilitator.
- Extending Invitation to Participants to participate IOS 2020 program providing them with relevant information.
- Confirming 2020 Participants with impacted Managers and Teams.
- Final confirmation of Participants for the IOS 2020 program, to Participants, appropriate Managers and Evoke Leadership.
- Selection of 2020 Manager-Mentors with Evoke Leadership Facilitator.
- Extending Invitation to 2020 Manager-Mentors and providing them with relevant information.
- Final confirmation of Manager-Mentors for the IOS 2020 program and Evoke Leadership.
- Matching of 2020 Course Participants to 2020 Manager-Mentors and Evoke Leadership.
- Matching 2020 Manager-Mentor to Senior Leadership Member and Evoke Leadership.
- On an ongoing basis, support operational schedule adjustments for Participants to attend in-class dates, coaching and mentor sessions.
- Supporting Mentor operational schedule adjustments to attend required 2020 Mentor Introduction session (Date to be Determined) and the 4 Virtual Mentor Group sessions.
- Monthly, meet with assigned Mentor and without violating confidentiality of the course participant, use a Coach approach – to review progress, and support the overcoming of any stumbling blocks. Provide appropriate feedback, both improvement and appreciative in nature.
- Throughout the program, should issues arise which are impinging on a participant's ability to meet the expectations of the program and/or a Mentor's ability to meet their responsibilities contact the Evoke Leadership 2020 program Facilitator for a resolution.