

ADVANCED LEADERSHIP DEVELOPMENT IN HIGHER EDUCATION



Take a 360° assessment of your leadership, and prepare yourself to better lead at your institution.

OVERVIEW

Join us for a three-day, intensive leadership development program designed specifically for higher education. This comprehensive, robust, and practical training is facilitated by leadership development experts with more than fifty years of combined experience. As a part of this unique leadership training, you will:

- Complete a 360° assessment and will work in peer-to-peer coaching teams
- Receive one-on-one coaching with the program facilitators
- Master skills in four areas of leadership: personal, interpersonal, team, and systems
- Learn alongside peers from across the enterprise of higher education
- Participate in interactive and experiential sessions to assess and develop your leadership style
- Build a toolkit of leadership techniques and frameworks that you can use immediately
- Develop a leadership portfolio with your strengths and challenges, goals, values, and reflections

LIMITED ATTENDANCE

Given the intensive nature of the program, middle and senior managers who have experience leading teams or units will benefit from attending. We have intentionally designed this program for administrators across the institution including those on the academic side, such as deans and provosts.

Only the first thirty registrants will be allowed to participate. If you have questions about whether this program is right for you, please contact Amit Mrig, at (720) 988-1210 or amit@academicimpressions.com.

360-DEGREE ASSESSMENT

One of the highlights of this program is the opportunity to complete a 360° evaluation. Once you register, we will email you with detailed instructions on how to complete the assessment. Your results will be delivered to you at the workshop, and you'll have an opportunity for a personalized coaching session with one of the program facilitators.

HEAR FROM PAST PARTICIPANT

Over 350 professionals in higher education have gone through this leadership training. It is consistently one of our highest-rated programs and participants tell us that it is intense, illuminating, humbling, and changes the way they think about themselves as leaders. [See how this program has helped others become better leaders for their institution.](#)

AGENDA

Day 1: Self-Awareness and Working with Others

Registration and Continental Breakfast (included in registration fee)

8:00 - 8:30 a.m.

Purposes and Principles

8:30 - 9:30 a.m.

In this introductory session, the facilitators will share the program's outcomes and underlying principles. In small groups, you will prepare questions for the facilitators.

Break

9:30 - 9:45 a.m.

Five Steps of Leadership Development

9:45 - 11:00 a.m.

As an initial contribution to your portfolio, you have prepared a personal definition of leadership to begin to understand the qualities, skills, and behaviors leaders need to develop. As part of this session, the facilitators will share an overview of how leadership is developed and define the difference between leadership and management. You will then prepare a personal definition and a preliminary assessment of your strengths and challenges relative to that definition.

Thinking Styles Inventory

11:00 a.m. - 12:00 p.m.

Understanding the diverse thinking styles of others provides insight into how to lead them effectively. Using a validated assessment that identifies four primary thinking styles, you will uncover your dominant style of thinking and problem solving and discuss how this can and should influence your leadership style.

Lunch (included in registration fee)

12:00 - 1:00 p.m.

Leadership Derailment

1:00 - 1:45 p.m.

Research by the Center for Creative Leadership has identified several factors that can derail leaders and limit their effectiveness. The facilitators will share these factors and strategies for mitigating them.

Break

1:45 - 2:00 p.m.

5 Paths to Leadership

2:00 - 3:15 p.m.

In addition to understanding the way they think and solve problems, leaders must understand how their own behaviors impact those around them. During this session, you'll take an assessment that will divulge your operating style and its impact on others. Suggestions will be offered for mitigating the effects of overused strengths and for overcoming challenges created by shortfalls in other areas.

AGENDA

Day 1 (CONTINUED)

360° Assessment

3:15 - 4:15 p.m.

Receiving feedback from others is a critical aspect to continually improving your effectiveness as a leader. Prior to the program, you will complete an online 360° assessment. In this session, the facilitators will share these assessments and help you interpret your results. After time to review results, the facilitators will divide your cohort into small groups and facilitate a discussion on how to identify goals and strategies based on the feedback received.

Networking Reception (included in registration fee)

4:30 - 5:30 p.m.

Day 2: Team-Building & Systems Thinking

Continental Breakfast (included in registration fee)

8:00 - 8:30 a.m.

Check-In and Share Reflections

8:30 - 9:00 a.m.

10 Differentiators of Exceptional Teams

9:00 - 9:30 a.m.

What do the most successful teams in higher education, government, military, and the corporate sector have in common? Independent of their purpose or affiliation, research shows that high performing teams share many things in common that enable them to perform at high levels. In this session, you'll learn about each of these characteristics and have a chance to measure your team against these benchmarks.

Analyzing Effective Teams

9:30 - 10:15 a.m.

Using a published assessment tool, individuals will diagnose the effectiveness of their teams in several critical areas of performance including leadership, results orientation, group climate, communication, and assessment. You will identify areas of needed development and strategies you can employ when returning to campus.

Break

10:15 - 10:30 a.m.

Team-Building

10:30 a.m. - 12:00 p.m.

During this time, a simulation will be used to demonstrate the complexities and challenges of building effective teams. You will develop principles and guidelines you can use back on campus when working with new and existing teams.

Lunch (included in registration fee)

12:00 - 1:00 p.m.

AGENDA

Day 2 (CONTINUED)

Power & Systems Simulation

1:00 - 3:00 p.m.

In this interactive session, you will simulate a complex organizational challenge that highlights the naturally occurring dynamics of organizational life. At one point or another we are all accountable for certain outcomes, are affected by others, or are in the middle. In this session, you will gain insight into ways that you can contribute productively to situations—and encourage others to do the same—regardless of the role you are playing.

Break

3:00 - 3:15 p.m.

Principles for Leading Change

3:15 - 3:45 p.m.

In this session, you will debrief the previous activity and develop guiding principles for avoiding the inherent problems discovered in the simulation.

Building Trust

3:45 - 4:30 p.m.

In this unique session, you will watch a video of a speech delivered by a college president and examine how authenticity and transparency can inspire and build trust.

Day 3: Skill-Building and Learning Plan Development

Continental Breakfast (included in registration fee)

8:00 - 8:30 a.m.

Check-In and Share Reflections

8:30 - 9:00 a.m.

Dialogue: A Tool for Conducting Difficult Conversations

9:00 - 10:00 a.m.

When delivering feedback, entering into a negotiation, or whenever there is conflict, the stakes are usually high. In this session, you will explore common pitfalls and learn principles for conducting difficult conversations.

Break and Hotel Checkout

10:00 - 10:30 a.m.

Mastery: The Foundation of an Authentic Leader

10:30 - 11:30 a.m.

Building on your personal definition of leadership, in this session you will develop a personal mission and vision statement, and articulate your personal values. These ideas provide an anchor for leaders and enable authentic actions and decisions across your personal and professional domains.

AGENDA

Day 3 (CONTINUED)

Tools for Effective Collaboration

11:30 a.m. - 12:15 p.m.

You will learn and walk through the use of a simple but powerful tool to leverage the input of others. This activity can be used to gather data, diagnose challenges, and develop shared goals.

Lunch (included in registration fee)

12:15 - 1:15 p.m.

Future Timeline

1:15 - 2:15 p.m.

You will be exposed to a unique activity designed to identify the trends, events, and issues that will impact the higher-education industry over the next ten years. This activity can be used to build the horizon-thinking capacity of others on campus and to generate an important dialogue about the future of the institution. The results of the activity have powerful implications for current and future leaders and will be captured and shared with all participants.

Break

2:15 - 2:30 p.m.

Distilling Critical Lessons on Leadership

2:30 - 3:00 p.m.

In this session, you will reflect on the last three days and distill the most important lessons and takeaways about leadership of self, others, and organizations.

Learning Plan Development and Coaching

3:00 - 3:30 p.m.

As the program draws to a close, you will work in your peer coaching teams to create personal developmental plans. The teams will also learn how to work together following the program and make their initial commitments to one another.

Final Q&A and Program Wrap-up

3:30 - 3:45 p.m.

INSTRUCTORS

Patrick Sanaghan

President, The Sanaghan Group, sanaghan@aol.com

Dr. Sanaghan serves as the head of The Sanaghan Group, an organizational firm specializing in leadership development, executive coaching, strategic planning, and leadership transitions. Pat has worked with over 200 campuses and hundreds of organizations in the last twenty-five years. He has taught leadership to thousands of leaders in higher education, and helped over one hundred campuses conduct collaborative, transparent strategic planning processes. He is the co-author/author of six books, numerous articles, and several monographs in the fields of strategic planning, leadership, and change management. His most recent books include: *How Higher-Ed Leaders Derail: A Survival Guide for Leaders*, *Collaborative Leadership in Action* and *How to Actually Build an Exceptional Team*. Dr. Sanaghan also serves as a board member of the College of Saint Benedict in St. Joseph, MN.

Clint Sidle

Lecturer, Cornell University, ccs7@cornell.edu

In addition to his current position at Cornell, Clint Sidle is the Immediate Past Director, Roy H. Park Leadership Fellows Program, Johnson Graduate School of Management. He is widely sought as a keynote speaker and consultant in leadership development, executive coaching, and managing strategic change. He has worked with Fortune 500 companies, state and local educational systems, and some of the nation's leading universities and nonprofit organizations.

His leadership program in the Johnson School at Cornell has earned national recognition as a unique and powerful contribution to management education. His developmental approach is based on a unique experiential learning model that is the topic of his book *The Leadership Wheel: Five Steps to Achieving Individual and Organizational Greatness* released in September 2005. He elaborates on the inner aspect of leadership development in his most recent book, *This Hungry Spirit: Your Need for Basic Goodness*, published in December 2009.

ACADEMIC IMPRESSIONS STAFF

Amit Mrig

President, Academic Impressions

Amit co-founded Academic Impressions in 2002 to provide research, publishing, and training on issues that directly impact the sustainability and strategy of higher education. Under his direction, AI has published hundreds of articles and papers, interactive training programs, and topical and timely webcasts, serving over 50,000 academic and administrative leaders across 3,500 colleges and universities.

Amit leads AI's research and programming on higher ed leadership development and authors many of our research and thought leadership papers. He also leads our Presidential Dialogues Series, discussing higher ed strategy and leadership with college and university presidents.

Amit has consulted with dozens of higher ed leaders, cabinet members, and board members and is a certified Gallup Strengths Coach. Amit has been published in or interviewed for a variety of outlets including The Wall Street Journal, Forbes, Huffington Post, International Educator, and The Chronicle for Higher Education. He also serves as an active board member of The Challenge Foundation, an organization helping low-income students successfully earn a college degree.

The Academic Impressions Experience



Intimate, workshop-style trainings with personalized attention



Trainings are practical and action oriented so you can hit the ground running



Carefully-vetted expert instructors who are also practitioners in the field



Learner-centric and designed for interaction and collaboration



Highly recommended:
9 out of 10 participants recommend our trainings to colleagues