

# FUNDAMENTALS OF LEADERSHIP IN HIGHER EDUCATION



## *Learn who you are as a leader and how your style aligns with your colleagues.*

### OVERVIEW

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Effective leadership, at its core, begins with a deeper understanding of who you are as a leader as well as the ability to recognize and foster the talents of your team. This three-day leadership intensive, facilitated by credentialed coaches and higher education leaders, provides you with a roadmap for healthier and constructive conversations as well as a set of tools to assess your strengths and weaknesses and evaluate your team's effectiveness. You will leave this training with increased confidence as a higher education leader and better able to serve your team while effectively navigating the layers of upper administration.

### LEARNING OUTCOMES

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#### Part I: Self Awareness

- Understand and leverage your strengths
- Gain awareness of your blind spots
- Respond better under pressure

#### Part II: Team Performance

- Assess your team's effectiveness
- Recognize and develop the talents of your team
- Have a framework to make team-members to be more effective

#### Part III: Interpersonal Skills

- Approach difficult and complex conversations
- Use the right language to coach and mentor colleagues

### IS THIS COURSE RIGHT FOR ME?

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This training is highly beneficial for first-time or front-line managers who are:

- In the early stages of a university or college leadership position
- Have been leading for a while without formal leadership training

Past attendees have come from a wide range of departments and positions. If you have any questions about whether this course is right for you, please contact **Gwendolyn Doyle Herbert** at **720-988-1258** or [gwen@academicimpressions.com](mailto:gwen@academicimpressions.com).

This program is highly experiential and **limited to just 40 participants** to maintain a productive learning environment. We anticipate reaching capacity and encourage you to register and reserve your spot early.

## OPTIONAL PRE-CONFERENCE WORKSHOP

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### Being Purposeful in Your Work: Time Management for Higher Education Leaders

With so many competing priorities including personal and professional responsibilities, it's easy to slip into a daily schedule that pulls you off course from your objectives. In this workshop, our expert will guide you through three exercises designed to help you establish your focus to be more effective, not just efficient. This will allow you to build a schedule that propels you forward to support your goals—whether you feel taken hostage by your calendar or you are looking to optimize your unscheduled time. Past participants have found these exercises revealed a deeper meaning in their work and helped root their leadership training going forward.

## RESEARCH-BASED ASSESSMENTS

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Your registration for this program includes two research-based assessments that will be taken and interpreted during the training, so you can evaluate:

- Your core strengths as a leader
- Your leadership style under stress
- Your team's effectiveness

## ONE-ON-ONE COACHING SESSIONS AVAILABLE

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Leadership experiences can't simply begin and end with the program itself. Following the program, you'll have an opportunity for a one-on-one coaching session with one of the program facilitators to help ensure you're able to implement what you've learned.

# AGENDA

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## Day 1

### Half-Day Pre-Conference Workshop

#### Pre-Conference Workshop Breakfast and Registration

8:30 - 9:00 a.m.

#### Being Purposeful in Your Work: Time Management for Higher Education Leaders

9:00 - 12:00 p.m.

With so many competing priorities, including personal and professional responsibilities, it's easy to slip into a daily schedule that pulls you off course from your objectives. In this workshop, our expert will guide you through three exercises designed to help you establish your focus, define your purpose, and build a schedule that propels you forward to support your goals—whether you feel taken hostage by your calendar or you are looking to optimize your unscheduled time. Past participants have found these exercises revealed a deeper meaning in their work and helped root their leadership training going forward.

#### Agenda

**Exercise 1:** Identify Your Five Key Focus Areas

**Exercise 2:** Your Productivity Assessment

**Exercise 3:** Build a Purposeful Schedule and Strategies for Sticking to It (you will use your real calendar)

#### Lunch for Pre-Conference Workshop Attendees

12:00 - 1:00 p.m.

## Main Conference

### Part 1: Self-Awareness

#### Registration for Main Conference

12:30 - 1:00 p.m.

#### Introductions and Expectations

1:00 - 1:45 p.m.

Following introductions you will get a preview of what's ahead with strategies to get the most from the event.

#### Core Beliefs and Values of a Leader

1:45 - 3:00 p.m.

In this session, you will bring to light the core beliefs that underpin why you do the things you do both in a positive and a sometimes self-defeating manner. This fundamental awareness of your patterns is key in both recognizing your strength as a leader, as well as understanding how to modify your beliefs in order to be more effective.

#### Break

3:00 - 3:15 p.m.

# AGENDA

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## **Day 1 (CONTINUED)**

### **Assessing Your Leadership Effectiveness**

*3:15 - 4:00 p.m.*

Leaders must understand how their own behaviors impact those around them. During this session, you'll complete an assessment that will reveal your operating style and its impact on others.

### **Reflection and Discussion: Interpreting the Results of your Assessment**

*4:00 - 4:30 p.m.*

Suggestions will be offered for mitigating the effects of overused strengths and for overcoming challenges created by shortfalls in other areas. You will also learn how you can use similar tools to support your team.

### **Day 1 Wrap-Up**

*4:30 - 4:45 p.m.*

### **Networking Reception (included in your registration fee)**

*4:45 - 5:45 p.m.*

## **Day 2**

### **Part 2: Team Performance**

#### **Continental Breakfast (included in registration fee)**

*8:30 - 9:00 a.m.*

#### **Day 1 Review and Forming Teams**

*9:00 - 9:30 a.m.*

Following a review of the previous day, based on the results of your assessment, we will form diverse sets of teams for the remaining afternoon modules.

#### **Building Successful Teams: Team Challenge**

*9:30 - 10:30 a.m.*

Using a simulation, you'll draw out valuable lessons on team performance as they relate to both the task at hand and the relationships in the group.

#### **Break**

*10:30 - 10:45 a.m.*

#### **Debrief: Team Performance**

*10:45 - 11:15 a.m.*

During this time, you will gain a deeper awareness of your performance under stress and the impact on team dynamics.

# AGENDA

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## **Day 2 (CONTINUED)**

### **The Power of Recognition**

11:15 - 12:00 p.m.

One important aspect of leadership is to be able to effectively recognize and communicate the strengths in others. Participants will practice the skill of evidence-based recognition within small groups using a method called T.A.P.E. You'll experience the power of being recognized firsthand as you'll not only learn and deliver recognition, but receive it.

### **Lunch**

12:00 - 1:00 p.m.

### **Assessing Your Team's Effectiveness**

1:00 - 2:00 p.m.

In this session, we will use a powerful assessment tool to diagnose both the strengths and weaknesses of your current team. You'll gain deep insights into the dynamics that both contribute and hinder your success as a team, and you'll learn specific and practical strategies for improving your team's performance.

### **Working Session: Assessing Your Team's Effectiveness**

2:00 - 2:30 p.m.

Based on what you learned from your assessment, you will use this time to reflect on the results and identify strategies for evaluating your own team effectiveness going forward.

### **Break**

2:30 - 2:45 p.m.

## **Part 3: Interpersonal Skills**

### **Coaching Techniques**

2:45 - 3:45 p.m.

Leaders frequently underestimate their role as coach within their team. During this hour, participants will be introduced to several useful coaching techniques that will help to immediately create/build rapport and allow others to be effective contributors.

### **Day 2 Reflection**

3:45 - 4:00 p.m.

## **Day 3**

### **Continental Breakfast (included in registration fee)**

8:30 - 9:00 a.m.

### **Day 2 Review**

9:00 - 9:15 a.m.

# AGENDA

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## **Day 3 (CONTINUED)**

### **Creating Healthy Dialogue**

*9:15 - 10:00 a.m.*

Managing differences, conflict, and knowing how to “disagree agreeably” are some of the most crucial skills for all leaders. Participants will assess their “style under stress,” learn how to seek understanding with those with whom you disagree, and practice techniques for managing difficult conversations in ways that limit defensiveness.

### **Working Session: Creating a Healthy Dialogue**

*10:00 - 10:30 a.m.*

Part of mastering communication techniques is practice. You will rehearse for a difficult conversation using the techniques you just learned.

### **Break**

*10:30 - 10:45 a.m.*

### **Leadership Philosophy**

*10:45 - 11:30 a.m.*

With support from our instructors, you will distill the culmination of what you have learned about who you are as a leader into a focused leadership philosophy. This powerful tool will help you stay on track as an effective and strategic leader going forward.

### **Action Planning and Wrap-Up**

*11:30 - 12:00 p.m.*

Participants will present short presentations that reflect on the two-day experience while providing an opportunity to articulate a plan to move forward in their future role as a leader.

## INSTRUCTORS

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### **Jennifer Liberty Clark**

**Instructor of Psychology, Anoka Ramsey Community College**

Jennifer has a long history with Dale Carnegie Training®. She began working in a consulting role in 1998, assisting companies to meet their corporate training goals. Shortly after, Jennifer became a certified instructor for Dale Carnegie Training® and has been training ever since. In the fall of 2004, she left her consulting role for the classroom and became a tenured faculty member at Anoka Ramsey Community College. Jennifer teaches in the Psychology Department, co-chairs a Student Success Committee, is a member of the Diversity Committee, and is involved in strategic planning for the college. In addition, she and her business partner own a small start-up consulting company, R.U.N., which is focused on helping small- to mid-sized businesses develop their people. She works with students, staff, and faculty across generations and knows first-hand the dynamics that go along with that job.

### **Steve Riccio**

**Lecturer on International Business and Management, Dickinson College**

Steve joined the human resource services department at Dickinson in May 2006 following nine years in change management and human resources consulting. After establishing and leading the organizational development and employee wellness programs, he served as the associate vice president of his department from 2013 to 2015. He also taught as an adjunct professor from 2009 to 2015. In addition to teaching, he continues to consult with the college on a variety of human resource projects.

Steve is a certified facilitator through the Center for Creative Leadership and is certified to teach personal effectiveness programs including *DiSC*, *Crucial Conversations*, *Crucial Accountability*, *Change Anything*, and *The 7 Habits of Highly Effective People*. He has written articles for publications, including *Inside Higher Education* and *The Higher Education Workplace*, as well as served as an author and peer evaluator for SHRM on several case studies used in national student competitions at the graduate and undergraduate levels.

## ACADEMIC IMPRESSIONS STAFF

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### **Gwen Doyle Herbert**

**Senior Program Manager, Academic Impressions, [gwen@academicimpressions.com](mailto:gwen@academicimpressions.com)**

Gwen is a senior program manager for our program development team. In her role, she oversees a team of program managers, and produces programming across several of our domains, with extensive experience in advancement and alumni relations. Prior to joining AI, Gwen worked for George Washington University in finance and project management for their Academic Technologies team, as well for an organization that used Washington D.C. as a living classroom to develop the country's high achieving youth through experiential education. She also enjoys serving her communities, and was the volunteer coordinator for Miriam's Kitchen, and on the Board of Directors for Break Away. Gwen is a proud alumna of Cornell University.



## LOCATION

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***May 20 - 22, 2020 | Salt Lake City, UT***

***Hotel:***

Marriott Salt Lake City University Park  
480 Wakara Way  
Salt Lake City, UT 84108  
801-581-1000

**Room rate:**

\$165 + tax

**Room block dates:**

The nights of May 19, 20 and 21, 2020.

**Room block cutoff date:**

April 28, 2020.

Reserve Your Room: Please call 801-581-1000 and indicate that you are with the Academic Impressions group to receive the group rate. Please book early - rooms are limited and subject to availability.

# 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