

LEADERSHIP DEVELOPMENT CURRICULUM



Beacon's leadership development curriculum is based on adult learning principles and cutting-edge technology for a blended learning model. Our curriculum has over 30 modules on topics such as Communication, Negotiation, Trust, Critical Thinking, Emotional Intelligence, and more. We customize these modules for each client organization to maximize results.

The following are descriptions from a selection of our available courses. You can use the PDF's bookmarks to navigate.

For more information about our complete catalogue, please [contact us](#).

Building Engagement and Motivation

Description

Most managers can identify the basic elements of a “good” work environment based on their experience and a basic understanding of human nature. Fewer have successfully translated that understanding into their leadership practices and into the managerial practices of their organization. That is understandable; people are complex and organizations even more so.

Building Engagement and Motivation helps leaders distinguish between related employee attitudes like satisfaction, motivation, and engagement. It demonstrates the effects their behavior has on workplace results, and it identifies the basic building blocks of employee satisfaction. Participants examine case studies through the lens of several proven motivational “theories,” and assess the relative importance of employee motivation versus engagement relative to results.

With this work in mind, participants examine their personal leadership practices, their organization's practices and construct an Engagement Index to take back to their work place.

Objectives and Outcomes

Participants will:

- Distinguish between the attitudes of employee satisfaction, motivation and engagement and their outcomes.
- Identify the conditions and practices that promote employee satisfaction, motivation and engagement.
- Assess their personal practices relative to promoting a motivational and engaging work environment.
- Identify organizational practices that promote employee motivation and engagement.
- Create a Work Engagement Index (W.E.I) for use as an informal indicator of engagement on their work team.



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Business Acumen

Description

According to the Office of Personnel Management (OPM), Business Acumen is defined as “the ability to manage human, financial, and information resources strategically.” Business acumen is gained by a leader’s knowledge and experience and also by reading what others have done in similar situations and applying it to their own situations. Business acumen is all about confidence – self confidence. Knowing what works and what doesn’t work is the essence of this crucial leadership skill.

Quite simply, business acumen is the collection of knowledge, skills, and experiences that transforms leaders into indispensable strategic partners in their organizations.

Applying business acumen demonstrates in hard numbers the financial benefits of a manager’s actions as a value to internal and external customers. Reviewing and understanding the business acumen examples in this module will provide leaders with a financial perspective and understanding that will enable them to move beyond intuition of what is right for the organization.

This learning module is designed to apply business acumen to examples. Exercises and dialogues are given to understand basic financial tools, how to craft a compelling business case, and verbalizing thought leadership to persuade and influence others to accept and implement your decisions and recommendations. It shows leaders how to see a “complex” issue, and how to break it down into a logical flow of measurements that can be applied to any business case.

Objectives and Outcomes

- To define business acumen
- To acquire basic financial skills
- To learn how to build relationships using human resource skills and human capital knowledge
- To apply technology effectively in their business role and responsibilities
- To use business acumen examples as learning models to apply persuasion and influence on others in their work environment.

Coaching for Performance

Description

Coaching is a hot topic for organizations seeking increased productivity and cost effective operations. As organizations have streamlined their operations, the next logical step to increasing organizational effectiveness is through improving the performance of the individuals who produce the products and deliver the services.

Leaders, like most people, can recall a person in their life who demonstrated a special concern about them and how they were progressing in whatever endeavor they were pursuing. That person seemed to know what they needed to do to help them become more motivated to perform



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at higher levels. This “informal coach” also knew enough about what they were doing to provide the type of guidance they needed to be able to perform better.

Now as leaders, they need to be able to provide successful coaching to their employees. An integral part of that is the skill of providing effective feedback. This learning module focuses on the basics of effective feedback for performance improvement; it is not about performance management or conduct issues which are also important but separate from coaching skills.

Coaching for Performance helps leaders determine when coaching is appropriate vs. formal training or other strategies to help employees improve their performance or change undesired behavior. The six pillars of performance in this module can help managers identify and clarify which action is most appropriate to take. If it is determined that the type of development and improvement in performance being sought is related to performance enhancement, coaching is appropriate. If the need for improvement is associated with conduct, which is a non-performance issue, then coaching is not the appropriate technique to use.

Objectives and Outcomes

Participants will:

- Assess their current coaching style and skills
- Identify the core elements of coaching
- Determine when to use coaching versus performance management or conduct issues
- Identify barriers to successful coaching and discuss solutions
- Practice using effective coaching techniques to apply successful coaching to others
- Develop an action plan for personal application of coaching within their workplace

Successful Crucial Conversations

Description

Going through life without conflict, disagreement, and awkward interactions is a dream most people hold despite their rational understanding of its impossibility. So often is conflict treated as a sign of poor interpersonal skills, bad teamwork, or just plain selfishness that people and organizations fail to engage conflict and draw value from it. In truth, highly effective people see disagreement and conflict as opportunities to engage in crucial conversations that propel relationships and work forward to higher places.

This Successful Crucial Conversations session is built around thinking and behavioral habits practiced by the most relationally accomplished people. In this application-focused workshop participants will examine their conflict relationship patterns and practice new thinking and behavioral approaches to holding crucial conversations. Pre-work includes reading the book Crucial Conversations and completing a pre-workshop self assessment.

Objectives and Outcomes

Participants will:

- Identify unproductive thinking patterns and approaches to difficult conversations and



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replace them with positive and productive patterns and approaches.

- Replace egocentric attitudes with open, inclusive, learning attitudes towards others when faced with disagreement and conflict.
- Practice simple, proven strategies for entering and working through “hard to have conversations” and conflict situations.

Developing and Executing Strategic Plans

Description

In today’s organizations, developing and executing a strategic plan effectively is critical to an organization’s success. To implement the organization’s strategic plan (which participants will bring to this workshop) participants will develop action plans for their division, department or team goals. An interactive exercise will highlight how to evaluate strategic drivers and barriers.

Objectives and Outcomes

- Develop short and long range plans to fulfill the organization’s mission, values, and goals
- Evaluate strategic drivers and barriers-internal and external to the organization

Effective Decision Making In Teams

Description

Few leadership decisions are made individually. Rather decisions are most often made with some type of group process. While group process can improve the quality of decisions and foster commitment to the outcome, poorly chosen group approaches or poor execution negate those benefits. This program reviews the types of decisions leaders make, provides a framework for choosing an appropriate group decision making approach, and offers tools for soliciting input, evaluating options, and choosing a solution.

Objectives and Outcomes

Participants will:

- Be able to determine when group decision making approaches are appropriate.
- Be able to choose and employ several decision making tools based on the situation.
- Be able to assess commitment to the chosen solution.



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Effective Organizational Communication

Description

Leaders spend up to 80% of their time communicating in one fashion or another. This course will help leaders build and strengthen skills for communicating within their own team and across organizational boundaries. Participants in this workshop will learn how employ different communication forums and media to accomplish their goals.

Objectives and Outcomes

- Ensure the free flow of timely, accurate information throughout the organization and to interact effectively with all internal and external stakeholders.
- Balance and Disseminate the right amount of information and level of information for the intended audience.

Empowering Others

Description

To be an effective leader, one must learn to delegate and learn to let others lead by empowering others. Many leaders struggle with the transition of authority to their direct reports. Failed attempts to empower others can be disastrous and cause leaders and staff to shun future attempts. This course will use a Situational Leadership framework to help participants use the appropriate delegation and empowerment tactics based on the situation and the characteristics of the person with whom they are working.

Objectives and Outcomes

- Assist staff to reach higher levels of performance through trust, delegation, participation, and coaching
- Recognize and develop leadership potential in the workforce

Fostering Collaboration and Teamwork

Description

Leaders have to prove themselves capable, results-driven, reliable, and effective on teams. Teamwork begins with earning and creating trust between the leader and the members of his or her work group. Understanding the gateways to building trusting relationships and knowledge of team development are crucial first steps. This learning module helps leaders understand what group formation and maintenance includes, and discusses the following five gateways to gain teamwork and collaboration:

- Honesty
- Motives
- Care
- Competence



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- Dependability

The Fostering Collaboration and Teamwork program helps new leaders gain new insights into how to be more collaborative as a leader and identify strategies for applying this learning in the workplace.

Objectives and Outcomes

- To understand the basics of team development
- To learn how to build constructive, trusting relationships with colleagues at all levels
- To support teambuilding efforts in their work groups and in the overall organization

Fostering Effective Working Relationships with Executives

Description

In order to be effective in today's organizations, leaders need to build relationships above, below, across, and outside their organization. Participants are to bring a copy of their organization's mission statement to this workshop. They will assess their business-social relations skill sets and use their organizational mission statement to map and build their networking plan. The action learning focuses on creating opportunities for building on-going relationships and networks.

Objectives and Outcomes

- Create an effective link to/between executives to fulfill the mission of the organization
- Create opportunities for building ongoing relationships

Leading With Integrity

Description

Max Dupree, former chairman of the prestigious furniture designer Herman Miller company, said that the first responsibility of a leader is to define reality. The second is to say "thank you". In between the two, the leader must become a "Servant and a Debtor." To some, this statement is paradoxical and therefore lacks credibility.

Servant: 1) One who expresses submission, recognizance, or debt to another; or 2) One who provides for the needs of others.

Debtor: One who owes something to another.

To say that a leader "defines" reality seems to imply that leaders hold a lofty position, even superior intelligence compared with their followers. This position could easily offend individual contributors who, after all, accomplish most of the "real work." Dupree says that leaders should be servants to their followers which seem to imply that leaders don't occupy such lofty ground after all. In truth much of what is true of leadership is paradoxical, and this statement is no



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exception. Leaders are responsible for shaping how others view and define problems that comprise their work. They are also servants and debtors to their followers, whether they realize it or not!

This learning module explores the above conundrum through dialogue and experience. It explains why trust is at the center of work relationships and defines ethical behaviors needed to build and maintain those relationships.

Objectives and Outcomes

- To understand the behavioral and attitudinal precursors to trust.
- To begin building trusting relationships with others by investing in your relationship with them and helping them to interpret your actions and motivations.
- To begin building personal habits and organizational systems which model trustworthy and ethical behaviors.

Leading Strategically With Vision

Description

Today's leaders must strategically communicate their organization's vision so that employees have a clear understanding of organizational goals, objectives and how they link to each employee's role in the organization. Participants in this course will develop strategies to focus on the organization's vision while handling change, daily operations, and over-coming obstacles for implementing the organization's vision, mission and goals. Participants should bring a copy of their organization's vision, mission and goals to this workshop.

Objectives and Outcomes

- Express a compelling vision of future goals and objectives and clearly link them to current and future activities
- Clarify what the organization needs to accomplish
- Handle wave after wave of overlapping change
- Assess the critical elements in the team role
- Develop clear strategies/tactics for overcoming obstacles and developing

Exercising Wisdom in Leadership

Description

The wise leader has the ability to sort out the significant from the insignificant. The enthusiastic leader has the ability to motivate people to get things done.

Some people believe that enthusiasm belongs to younger generations, and that only older people can be wise. Do you believe that developing wisdom means that you must lose your youthful enthusiasm?

Leaders must stop and make distinctions regarding how these two concepts can fit together in their lives at work. To be an effective leader, today's manager needs to be both wise and



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enthusiastic. In this module we will review evidence that suggests that all leaders, no matter their age, have the opportunity to integrate wisdom and enthusiasm in their role.

The Four Levels of Thinking are explained and applied in experiential exercises, and the behaviors of wisdom and enthusiasm are explored by participants to see their relevance in their social and work environments.

Objectives and Outcomes

- To describe how and why wisdom plays a critical role in leadership.
- To describe how and why enthusiasm plays a critical role in leadership.
- To evaluate how participants use wisdom and enthusiasm in their leadership roles.

Making Effective Decisions

Description

Effective leadership is about making effective decisions in a timely fashion. Participants in this course will assess their decision-making style and then apply different styles to various decision-making situations. One of the learning units will engage the participants in a process that exposes them to the issues of “group think.”

Objectives and Outcomes

- Integrate the perspective and input of stakeholders and authoritative sources to make informed, timely decisions using the best information available through an assessment of decision making models
- Assess individual decision making styles and to learn how to make more effective decisions
- Assume responsibility for decisions and/or decision making and to build commitments
- Assess how to adjust personal decision making styles

Managing Conflict: Polarity Leadership Issues

Description

Each day of our lives we all face problems, dilemmas, or paradoxes. Some of these situations can be resolved with additional time, money or other resources. Others issues are unsolvable—polarities that can never be resolved even with additional resources.

The traditional problem solving strategies of the “either/or” kind of situations will not be of any help in resolving the “unsolvable problems.” A new paradigm shift is required to help us consider the total reality of the problem situation. According to Johnson, “polarities are sets of opposites which can’t function well independently. Because the two sides of a polarity are interdependent, you cannot choose one as a ‘solution’ and neglect the other. The objective of the Polarity Management™ perspective is to give the best of both opposites while avoiding the limits of each.”



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Barry Johnson, author of *Polarity Management: Identifying and Managing Unsolvable Problems*, states that: “The research is clear, those leaders and organizations that manage polarities well outperform those that don’t. They outperform both in the short and long term. Polarities often go by a variety of names: paradoxes, dilemmas, contentions, interdependent opposites, or wicked problems.”

Objectives and Outcomes

Participants will:

- Increase their ability to distinguish between those problems that can be solved and those that cannot.
- Increase their ability to manage unsolvable dilemmas (polarities) in the workplace.

Problem-Solving Practices

Description

Solving tough problems, whether they are persistent or novel, requires leaders to ask the “right” questions. Using Socratic teaching methods, this program will help participants break their traditional perceptual schemes and build skills for inquiry, for differentiating issues, and for applying inductive reasoning to their work problems.

A review of problem solving tools for understanding and application is also part of this learning module. Leaders who can exercise group problem solving in their normal work and meetings will find this especially useful.

It all comes together in the final activity when participants engage in an interactive exercise using critical thinking and applying their reasoning.

Objectives and Outcomes

Participants will:

- Identify perceptual biases and tendencies.
- Break-down complex issues into manageable pieces for systematic examination.
- Differentiate between statement mode applications employed in various hypothetical government/business situations.
- Recognize the professional benefits of improving your reasoning skills.
- Select examples of methods that can be used to evaluate data.
- Apply appropriate inductive reasoning methods to generate recommendations



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The Role of the Leader

Description

In the typical organization, new first-line leaders have proven themselves capable, results-driven, reliable, and effective on teams. Success as individual contributors has earned them the opportunity to serve in a leadership capacity. It has also earned them a spot at the beginning of a whole new learning curve. Attaining the same level of accomplishment as a leader as they found as an individual contributor takes time, learning and work. The leader role is different: it is more demanding, it is more complex, and it is befuddling to those who do not have a clear idea what it entails.

This course helps new leaders shorten their learning curve by clarifying their new role, communicating the expectations of leaders in their organization and identifying the habits of effective first- line leaders.

The transition to leader typically presents new challenges including:

- accurately understanding their role in the organization,
- moving from a peer relationship to leader relationship,
- managing the time and priorities of others,
- releasing control,
- delegating to empower,
- and understanding the impact of their personal style on others

The Role of the Leader program helps new leaders gain new insights into these challenges, adopt new perspectives on them, and identify strategies for navigating them successfully.

Objectives and Outcomes

- Understand what the organization wants and expects of them as leaders
- Rethink the skills and habits that made them effective as individual contributors and re-apply them as a leader.
- Embrace the thinking, communication, and behavioral habits of effective first-line leaders.

Understanding How MBTI Impacts Your Work Style/Leadership Style

Description

In recent years, authenticity has been exalted as a critical element of the leadership equations. This is due, in part, to the trend for organizations to promote an ideal leadership style and accompanying efforts to form fit leaders to the mold with rigid competency models. While forging a culture and cultivating effective leadership through such models can be highly valuable, their effectiveness hinges on the balance of conformity to normative models with the deployment of individuality.

This program builds on previous MBTI sessions to demonstrate how personality translates into



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Work/Leadership Style and examines how participants can deploy their personal style authentically within the culture of the organization.

Objectives and Outcomes

Participants will:

- Explain their Personal MBTI Type and discuss its implications for how they attend to and interpret information, and how they tend to: make decisions, communicate with others, and how they execute work.
- Explain their MBTI Leadership Type and discuss how it shapes their relationships and effectiveness as managers and leaders.
- Anticipate and identify situations in which they are likely to thrive because of their preferences and anticipate and identify situations in which they are likely to struggle because of their preferences.
- Discuss how their current leadership situation “fits” with their preferred leadership style.
- Identify strategies for capitalizing on their style (strengths) and to minimize the impact of their weaknesses.

Thinking Critically and Analytically

Description

In this learning module, participants explore how to think about the most critical skills of all—thinking itself. Leaders do not necessarily need an advanced degree to be successful in any industry or position, but leaders do need to be able to analyze, reason, and communicate effectively. These and other critical thinking skills are increasingly important as organizational planning and decision-making is more distributed in most of today’s work environments.

Thinking Critically and Analytically coaches leaders through an array of skills that can help leaders improve information processing and selection of critical factors that determine the quality of their decision-making and problem solving processes. Critical thinking assessments and a six-step structured thinking process are utilized in this learning module.

Objectives and Outcomes

Participants will:

- Break down complex issues into manageable pieces and systematic examination
- Differentiate between statement mode applications employed in various hypothetical government/business situations
- Recognize the professional benefits of improving your reasoning skills
- Select examples of methods that can be used to evaluate data
- Apply appropriate inductive reasoning methods to generate recommendations

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Time and Priority Management

Description

No matter what our role is in the organization, we tend to never have enough time to do all that is required of us. Time itself is a limited commodity; there are only 2400 minutes in any forty-hour work week, so we have to examine how we spend our days to be more effective and efficient. As we do our day-to-day work assignments, we sometimes give more attention to tasks that are not as important to our manager and/or the organization.

The overall purpose of this course is to increase the time management effectiveness of participants by looking at time management as priority management. By focusing our time on priority tasks in the workplace, we eliminate, or greatly reduce, the time wasters in our daily work routines.

This course is introspective in its self-assessments, and offers some practical tools to help participants ensure that their work is aligned to what is important to the organization and their managers.

Objectives and Outcomes

Participants will:

- Identify factors that contribute to their ineffective use of time using a self-assessment tool
- Identify common time wasters in regard to their own behaviors
- Analyze problems using a time management priority matrix
- Apply this time management framework to real problems
- Select time management techniques and strategies to apply on the job

Valuing Differences in People

Description

With four different generations sharing the workplace, it is harder than ever to understand what will motivate, engage, and retain our colleagues. Every generation has its own attitudes, perceptions, and values that shape how its members regard work, and the influences that stimulate them to surpass expectations.

Every generation contends with workplace factors that leave them dissatisfied and unproductive. In today's rapid and turbulent business climate, it is crucial to understand what motivates each generation, and what factors will have the opposite effect.

This workshop looks at today's workforce through a generational lens. The workshop focuses on the practical advice, skills, and tools that managers and employees need to win in the new game.

In this interactive session you will discuss: the population trends that created the issue; the four generations in the workplace and what you need to know about them; practical skills and tools to handle today's new challenges.



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Objectives and Outcomes

Participants will:

- Address generational stereotypes
- Identify the key motivators for each generation
- Explore sources of friction and misunderstanding
- Discuss generational workplace characteristics and unique needs
- Create an action plan to bridge the workplace generation gap