

Emerging Leader Accelerator Program CURRICULUM

Learning Management Platform (LMS), where assignments will be kept and referenced

Introduction: Orientation to BEING a “Leader”

WHY this curriculum:

This curriculum is for existing leaders desiring development, emerging leader prospects (individual contributors with a desire for leadership, often referred to as “high potentials”), emerging leaders who already have direct reports and who feel under-prepared for the role and would like deeper preparation for being leader, to execute the leadership responsibilities effectively, to become recognized as an effective leader. CEOs of small enterprises find this program valuable as well.

The focus of this program is **BEING** a leader. In leadership, the **context** is decisive. A leader may have the authority, but not the following. Followership defines what is possible for a leader.

If you think you don’t know this, you do. Try to tell a teenager what to do: **TALK TO THE HAND**, right? No amount of telling, yelling or cajoling makes any difference.

That said, **DOING** the role called leader means having the required skills to satisfy the leadership responsibility. Reading a P&L and a Balance Sheet, for example, are required. Holding people accountable without making them wrong and simultaneously pointing out performance gaps is also required for great leadership to be present, which is a function of how one is **BEING**.

In sum, financial analysis is a skill. This curriculum does not teach leadership skills such as reading financial statements. Skills such as these can be acquired in a financial skills class, on the job training, etc.

This curriculum provides access to the more powerful and more subtle human dimensions of leadership, such as holding people accountable while not making them wrong and simultaneously creating the desire for excellence. It provides access to your being a confident leader in who you are for people whom you lead. It accesses the answer to the questions, “who are you BEING?”, “how do you SHOW UP, such that people are willing to see their performance gaps and feel contributed to by you, their leader?” **“Manager” or “Executive” is often the title; “Leader” is the goal.**

This curriculum is the deeper dive into who you are BEING. In this curriculum you will doubt yourself. GOOD! You will feel you have left a familiar shore and are in uncharted waters. GOOD! You will challenge your assumptions. EXCELLENT!

That dissonance is evidence of you stretching into being a leader; willing to not be right, willing to not know, willing to be made wrong AND stand for what's right. Willing to question your assumptions AND willing to change your views, willing to stand AND willing to bend and to know the difference and recognize the potential impacts of your decisions on you and others.

WHAT to Expect:

The foundation of YOUR individualized curriculum within your cohort will come from the patterns of your leadership behavioral competencies as identified by completing the Harrison Assessment pre-test.

Patterns are important to discern because **patterns inform needs to change. You will learn to discern and seek pattern recognition. You will recognize your own. You will begin to see patterns in others.**

A particularly important set of patterns are your behavioral competencies as an Emerging Leader. From seeing the Emerging Leader Behavioral Competence and separately the Leadership Paradox Graph and Mastery Guide, we can specifically identify three traits you will address in this course that will be important to your growth as a leader. You will know your gaps and be at work in filling them. We will access these patterns from the Harrison Assessment to identify where your tendencies do not support your potential for being a leader and thus, are tagged for your development.

[My blog on this distinction is available here as further background for this curriculum.](#)

A Chicken/Egg Leadership Recipe



Question: Which Should Come First, Being or Doing?

TOOLS & PRACTICES to accomplish your individual goals within the cohort:

Curriculum, 6 months, includes the following:

1. **Pre-Test:** Results of assessing each participant with the Harrison Assessment and delivering the Emerging Leader Behavioral Competency results and the Leadership Paradox Graph and Mastery Guide results will drive the activities/exercises to optimize strong competencies and strengthen preferences/tendencies/paradoxical pairs as needed. **Assessment:** *Emerging Leader Behavioral Competency results* will direct individual specific development paths. Reports will have been delivered pre-session and assignments for individual development will have been given. Pre-Test, 6 months of individual and group development, then post-Test.
2. **Assessment Results are reported as follows for Emerging Leader Behavioral Competencies:**

Achievement Orientation	Leading People
Communication	Learning Agility
Energizing People	Problem Solving
Impact and Influence	Resilience and Perseverance
Innovation	Strategic Thinking
3. **MONTHLY INDIVIDUAL AGENDA: Customized:** Individual assignments and pairings will be determined by the optimal value to each person, provided by the Coaching Tips and Individual Exercises and complemented with an individualized TRACKING mechanism.
4. **Put a Stake in the Ground:** What will have improved at your organization from your participation in this six-month curriculum? This must be able to be pre-tested and will be post-tested, with results reported before certificate of completion is issued.
5. **COHORT Meeting (Required):** Two monthly Cohort meetings where participants will dive into the Behavioral Competencies and related reading. We meet at mutually agreeable times for an hour and a half, twice a month, facilitated by Pamela Stambaugh. One meeting will focus on content that is relevant, with discussion. The other monthly meeting is practice and dialog with buddies, Q&A, challenge areas etc, more spontaneous interactions each month.
6. **Pairs or triads are formed the second meeting of each month** for practice in developing themselves while simultaneously providing support for another. The participants will be work on their respective development areas.
7. **Reading suggestions (not required, recommended)** from a list of suggested books/publications are posted on NewZenler.

Pre-Cohort Coaching with Pamela includes:

- *Harrison Assessment Debriefs (2 of them, one Leadership Paradox Mastery and gaps, one is the Emerging Leader Behavioral Competency)*
- *Identifying Individual Development Exercises for areas of development*